

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	20 August 2014
DIRECTOR	Angela Scott
TITLE OF REPORT	Organisational Review (Phase Two)
REPORT NUMBER:	OCE/14/034
CHECKLIST RECEIVED:	Yes

1. PURPOSE OF REPORT

The purpose of the report is to further develop the organisation structure approved by the Council on 14 May 2014 by recommending changes to the second tier level (i.e. Heads of Service).

The report provides the platform for the third and final stage of the restructuring process, which will deal with structural arrangements below second tier level.

2. RECOMMENDATION(S)

It is recommended that the Council:

- a) Approves the second tier structural model as set out in Appendix 1.
- b) Instructs the Chief Executive and her respective Directors to report phase 3 structural proposals to the appropriate Committee within two Committee cycles from the date of today's meeting, where possible.
- c) Notes that the process for filling posts will be that which the Council approved at its meeting on 14 May 2014.
- d) Approves the establishment of the necessary number of Appointment Panels comprising nine members in total (3+3+1+1+1) to appoint to vacant Head of Service posts in accordance with the process agreed for filling posts which are new roles or where no job matches can be established and to delegate powers to the Appointment Panels to agree all matters relating to the recruitment process, including role profile, person specification and salary, and to appoint a Convener from within their membership. In addition approves the establishment of a further Appointment Panel with the same composition to appoint to the vacant post of Director of Corporate Governance, delegating powers to agree the matters relating to the recruitment process as for Heads of Service, and to

appoint, as part of the membership, the Convener of Finance, Policy and Resources as Convener of this Appointment Panel.

e) Approves the appointment of external recruitment consultants for the purposes of supporting the recruitment to vacant Director of Corporate Governance and Heads of Service posts where appropriate and:

- invokes Standing Order 1(6)(a) of the Council's Standing Orders relating to Contracts and Procurement to dis-apply the requirements of Standing Order 5, thereby allowing a contract to be entered into with the recruitment consultants to support the recruitment process for these posts without the need to undertake a competitive tendering exercise;
- notes the expenditure associated with these recruitment exercises, which is estimated to be no more than £100,000, and that these costs be met from contingencies.

f) Agrees to suspend standing order 22(1) and amend the title of the Director of Communities and Infrastructure to Director of Communities, Housing and Infrastructure and amend the Service title from Communities and Infrastructure to Communities, Housing and Infrastructure, consistent with the proposed title of the service's parent committee.

3. FINANCIAL IMPLICATIONS

3.1 Whilst no direct financial savings emanate from phase 2 of the restructuring, (owing to the fact that the proposed number of Heads of Service matches the existing number) recurring establishment savings of approximately £290,000 resulted from phase 1 (although the full extent of the savings will not be realised until August 2016 by which time two current Directors will have retired from the Council and their substantive posts disestablished).

3.2 During the 2014/15 financial year the Council recruited to the post of Chief Executive. The budget allocation held within HR for Chief Official recruitment caters for only one appointment. Therefore additional monies need to be identified and approved for this recruitment and selection process. With the proposal of all posts being advertised together there will be some economies in the placing of one advert in the national press. It is estimated the costs for this recruitment process (including appointing external recruitment consultants, running the assessment centre and the purchase and administration of psychometric tests, candidate expenses etc) should be no more than £100,000. It is recommended this unbudgeted cost be met from Council contingencies.

4. OTHER IMPLICATIONS

4.1 The major direct implication emanating from the recommended changes to the Council's management structure is a requirement to amend appropriately the Council's committee structure.

4.2 Report 7(b) on today's Council agenda proposes an amended committee structure.

4.3 It is requested that Standing Order 1(6) (a) of the Council's Standing Orders relating to Contracts and Procurement be invoked to allow a new contract to be entered into

with Aspen People Ltd without the need to seek four quotes in accordance with Standing Order 6 or to undertake a competitive tendering exercise in accordance with Standing Order 5. It is estimated that the value of the Aspen People Ltd contract will be in the region of £50,000 for this recruitment. Ordinarily, where the Council wants to put in place any contract for services with a value below £60,000, the Standing Orders require four written quotes to be sought. Where the estimated value of the contract is above £60,000, a competitive tendering exercise must be undertaken. Matters are slightly complicated here by virtue of aggregation.

- 4.4 Whilst the estimated expenditure is considerably less than the current EU threshold for services contracts (£173,934), the Council has to take account of the aggregation rules, both in terms of its own Standing Orders but more importantly in terms of compliance with the Public Contracts (Scotland) Regulations 2012 (“the Regs”). Regulation 8(11) requires that, where the Council is letting a number of contracts which are part of or arise from a “single requirement”, then the value of each contract needs to be aggregated and where the aggregate value exceeds the EU threshold then each constituent/individual contract should be the subject of a tender which is EU compliant
- 4.5 The “single requirement” here is the provision of recruitment support/consultancy services. Over the last year the Council has expended money on the filling of vacancies including the Directors of Social Care & Wellbeing and Corporate Governance, Head of Finance and the Chief Executive. When these costs are aggregated the expenditure within this report takes the Council beyond the £60,000 limit and closer to the EU threshold. In these circumstances, the need for transparency and equal treatment increases and, to negate any procurement risk, the Council should undertake some form of competitive exercise in order to comply with its EU Treaty requirements of “a degree of advertising and competition”. However, this would take a number of months and it is believed that there is a greater risk in delaying the appointment process than in failing to comply with Regulation 8(21). Further, this would also mean that the Council would lose the savings from advertising all the Head of Service posts at the same time.
- 4.6 As mentioned above, in these circumstances the Council would normally undertake a competitive procurement in terms of Standing Order 5. However, if the Council is satisfied that there are special circumstances to exempt any contract from these requirements, Standing Order 1(6) (a) can be invoked.
- 4.7 It is felt that this current arrangement justifies invoking Standing Order 1(6) (a), thereby enabling the Council to set aside the need for compliance with the tendering requirements of Standing Order 5, by virtue of special circumstances as there is a time pressure to commence the recruitment process as soon as possible. Tendering would delay this process. Furthermore, Aspen People Ltd has supported the Council in all Chief Official appointments for the previous 5 years. It should also be noted that officers have commenced work, in conjunction with colleagues in Legal Services and the Central Procurement Unit, with a view to retendering the recruitment consultancy/support services.

5. BACKGROUND/MAIN ISSUES

5.1 The Council approved an amended top tier structure at its meeting of 14 May 2014. In essence this resulted in a five Director model being replaced by a '3+1' model i.e. three substantive posts of Director and a shared Chief Officer post with NHS Grampian to manage the nationally driven integrated agenda for the NHS and Social Care.

5.2 As outlined within the phase 1 report, upon conclusion of the Director matching process, the CMT developed proposals for a second tier structure to match the functional reconfiguration resulting from phase 1.

5.3 The second tier structure has been underpinned by the same nine principles which were used to develop phase 1 proposals. These are attached as Appendix 3 to this report.

5.4 Clearly the same internal and external drivers for change which acted as catalysts for phase 1 proposals have been similarly influential during phase 2. These were described in detail within the phase 1 report and can be summarised as follows:

5.4.1 External drivers for change

- The Children and Young People (Scotland) Act 2014
- The Public Bodies (Joint Working)(Scotland) Act 2014, and
- The Community Empowerment Bill (2014)
- The Scottish Government Procurement Reform Bill (2014)

5.4.2 Internal drivers for change

- The financial landscape
- The 'Smarter City' vision and the six strategic priorities
- The need to embrace more fully a 'Group structure' approach and to ensure that the Council's relationships with its 'arms length' organisations are affected positively by actions and 'behaviours' consistent with a willingness to collaborate
- The continuing drive to instill a high performance culture in the organisation, and
- The feedback generated by the 500 staff who responded to the first phase of the exercise. A number of common themes emerged from this consultative process, including the need for:
 - Greater integration, joined up working and collaboration
 - Co-location of related services
 - Clear lines of accountability and responsibility
 - Structure and processes which allow for the free flow of work and sharing of resources
 - Role clarity
 - The adoption of a 'one team' mentality
 - Cognisance to be taken of the national picture
 - Visible management.

5.5 Wider Organisational Development Context

- 5.5.1 Whilst amendments to the organisational structure are being proposed for sound reasons and will, it is believed, lead to tangible and sustainable improvements to the way in which the Council operates and performs, the challenges facing the organisation in the medium to long term will require an unprecedented level of transformational change and the organisational development underpinning this transformation will involve much more than structural change and re-alignment.
- 5.5.2 The restructure process is designed to align the organisation's functions in a more logical, efficient and collaborative manner. However, fundamentally these functions are performed by people; people whose behaviours, relationships and ways of doing things form the culture of the organisation – or contribute to a series of sub-cultures which ultimately make up the whole.
- 5.5.3 Irrespective of the way functions are realigned, if the behaviours and culture remain the same the impact of any realignment will be less pronounced than it could have been. The restructure therefore needs to be underpinned by commitment to a fundamental change in the way people think and perform at work. A culture and appetite for high performance and outcomes delivery is what we aspire to and through this appetite it is hoped to create a prevailing attitude of willingness to innovate and do things differently in order that the present workforce are the architects of future service delivery.
- 5.5.4 This, in turn, needs to be based on a well-articulated and widely understood vision (currently being developed by the Chief Executive and CMT); an integrated and coherent approach to implementing this vision and a genuine acceptance of the organisation's behaviours at all levels in terms of the requirement for:
- Open, honest and frequent **communication**
 - A **customer focused** approach which places customers at the heart of what we do
 - High standards of **professionalism**
 - **Respect** for others and promoting equality through fairness and consistency in our approach.
- 5.5.5 And managers who:
- Accept the need for transformation and encourage **creativity** and innovation in the way we deliver our services
 - **Engage** with employees, involve them in decisions which affect them and encourage their full contribution and participation
 - Plan services and make decisions which **focus** on an effective and sustainable **future** rather than on short term views
 - Provide genuine **leadership** and direction
 - Have a **collaborative** mindset – enabling constructive dialogue and joint working with partner organisations. In particular, the aforementioned desire to more fully develop and capitalise on the advantages of a 'Group structure' approach will be enabled by this particular mindset.
- 5.5.6 In addition systems need to be in place which integrate the above into day to day working life, which set out clearly what people are accountable for and will be held accountable against, while at the same time providing the necessary support and development.

5.5.7 A good start has been made in relation to embedding the Council's core behaviours at all organisational levels but there is much more to do. In order to fulfill the aforementioned aspirations, the Council requires to attract, select, develop, promote, reward and engage employees who exhibit and advocate our core behaviours. The actions in place, and planned, in order to achieve this will be reported on later in the year within the Council's updated Corporate Workforce Plan.

5.6 Proposed second tier structure

5.6.1 The existing second tier structure comprises 16.5 posts (the Head of Procurement being a shared post with Aberdeenshire). This structure was implemented in 2009 and has remained largely unaltered since that time (see Appendix 2).

5.6.2 Appendix 1 illustrates the proposed second tier structure, consistent with the '3+1' Director model previously approved by the Council. No change is proposed to the total number of second tier posts.

5.6.3 The proposed portfolios associated with each of the posts are illustrated throughout the next sections, along with the context and rationale for each set of proposals.

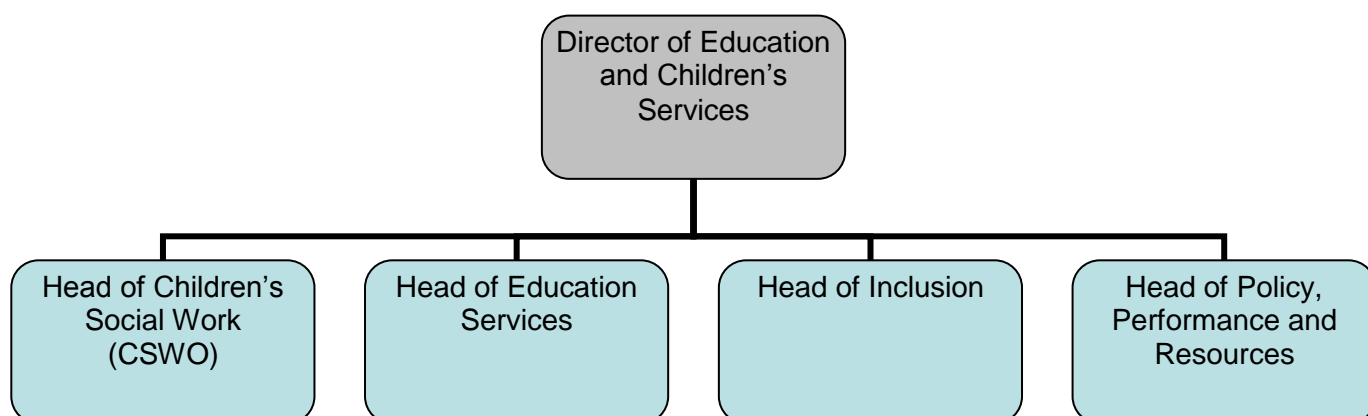
5.7 Education and Children's Services

5.7.1 Our vision for Children's Services is to put the child and the family at the heart of all we do, to deliver the Scottish Government's pledge to make Scotland 'the best place in the world to grow up' and for Aberdeen to be the best city in Scotland for children to grow up in.

In order to deliver effective services for children we need to ensure we all share common principles:

- Our service is the champion for all children in Aberdeen and an active advocate on their behalf
- The United Nations Convention on the Rights of the Child drives all we do
- Children and their families are lead partners in all we plan, deliver and support
- The voice of children and their families is actively sought, listened to and acted upon
- The wellbeing of children is central to all and is at the heart of 'getting it right for every child'
- We aim to improve outcomes for all children and in particular to improve outcomes for vulnerable children in Aberdeen
- We are committed to an integrated service that works as a team in the best interests of children and their families.

Roles for Heads of Service:



Head of Children's Social Work	Head of Education Services	Head of Inclusion	Head of Policy, Performance and Resources
<ul style="list-style-type: none"> • Looked After and Accommodated Children • Professional Support • Family Based Care • Children's Residential and Looked After Care • Children's Practice (RSW) • Children in Need • Youth Justice • Chief Social Work Officer* <p><i>* following the transition to integrated health and social care services</i></p>	<ul style="list-style-type: none"> • Schools – Primary, Secondary and Special • Quality Improvement • Curriculum Support/Cfe • Education ICT • CPD • Early Years • Culture (libraries, museums, galleries etc) • Adventure Aberdeen • Adult and Family Learning • Youth Work • Parent Councils • School Performance 	<ul style="list-style-type: none"> • Children with Additional Support Needs • Education Psychology • Special Education Provision • Children's Rights and Pupil Voice • Inclusion Review and Implementation • Specialised and Targeted Services • Corporate Parenting • Family Information Services • GIRFEC 	<ul style="list-style-type: none"> • Estates and Asset Management • Performance and Quality Assurance • Service Improvement and Planning • Service Finance • Business Continuity • Project Development • Business Support (Facility Management, ICT and Infrastructure) • Commissioning • CYP Plan • Integrated Children's Services

Rationale

This will be achieved by the establishment of four services under four Heads of Service as detailed below:

5.7.2 **Head of Children's Social Work**

The Children's Services function, currently in Social Care and Wellbeing, will move across to Education and Children's Services as a total service. The post of Head of Children's Services will also take on the significant role of the Chief Social Work Officer for the Authority following the transitional period. This service is currently undergoing a whole service redesign and transformation and is moving into the Reclaiming Social Work Model (RSW) of systemic practice from the end of the Autumn term. As this is a significant change programme, with its own redesign to integrated social work units dedicated to small geographical areas and numbers of cases, it is planned that there would be no change to this phased introduction of the

RSW model. We are also currently involved in an Integrated Children's Services Inspection which will not report until late December and, in order to address any outcomes from the inspection, no changes are planned to the existing Children's Services structure until this has been concluded, apart from a move in totality to the new Directorate.

5.7.3 **Head of Education Services**

The main aim of the Education Service is to raise attainment and improve outcomes for all Aberdeen's children. The proposed structure supports this aspiration and will help to deliver improved outcomes for learners by aligning the teams into more focused areas on quality improvement and in providing curriculum support and development. The proposed structure will allow us to deploy our resource in a targeted and proportionate way to support schools in raising attainment.

The Head of Education Services also has wider aims, in particular to ensure that the quality of life and (life) opportunities in the city contribute to Aberdeen as a 'place' to live, work and learn. Retaining Culture within the wider Service, and within the role of the Head of Education Services, reflects the creativity and potential of learners of all ages to contribute to all aspects of city life. This reflects the importance the Council accords to Culture in the longer term.

This ongoing commitment and leadership of the Chief Executive, Corporate Director and Head of Service to extending and widening the cultural offer for Aberdeen's citizens remains at the forefront of the Directorate's aims.

5.7.4 The proposed movement of the Continuing Professional Development team, currently in the Performance and Policy team, to the Curriculum team under the Head of Education Services, will allow for a direct link between school improvement strategy and the offer for professional development and training. The curriculum development officers will work directly with this team to ensure an impactful offer to meet the needs of our learners.

5.7.5 The further proposed movement of the Education ICT Service, currently in the Performance and Policy team, to the Curriculum team, under the Head of Education Services, will allow the development of an integrated offer of support for schools regarding ICT in education and using ICT as a tool for learning, to support curriculum development and improve children's outcomes. ICT infrastructure, e.g. MIS and system design and service, will remain in the Policy and Performance and Resources team.

5.7.6 Two teams would be disaggregated from the current communities team – that being the Adult Learning team and the Youth Work team who currently work closely together and deliver a number of projects involving children, young people and adults. The rationale for this is that the focus of the work of this team is in developing life long learning, adult and family learning activities including learning pathways for young people, parents and families. Given the clear link into education and CLD planning it is essential that this programme of activity continues to be integrated with education and schools and so it is proposed these be retained under the Head of Education Services, based in the Curriculum team. The Family Learning Development Officer and two posts in this team, currently placed in Early Years, Families and Vulnerable Learners Service (EYF and VL) would also move into this team to create an aligned and coordinated service.

5.7.7 The Outdoor Education Service, Adventure Aberdeen, would move to the Head of Education Service and sit within the Curriculum Support Service as it is a targeted service for schools and children and is best placed with education to support and extend Curriculum for Excellence outdoor learning opportunities.

5.7.8 **Head of Inclusion**

This is a new post reporting to the Director of Education and Children's Services. The key responsibilities of the post will be to lead and manage the implementation of the Inclusion Review and ensure delivery of service for children and young people with Additional Support Needs. It is highly likely that the Inclusion Review will make significant recommendations on a range of services. It is important that we have a senior officer in post to lead on the significant work emerging from the review. This post would deliver on the strategic outcomes for all areas of inclusion and lead the redesign of provision across the city. The proposal includes creating three Service Managers to work to the newly created Head of Inclusion. These posts would cover the following remits in general but would be further defined by the incoming Head of Inclusion: ASN Support; Targeted/Specialist Support; Inclusion Manager (currently filled on a secondment basis). These posts would ensure focused and integrated delivery of services for vulnerable children.

5.7.9 The Family Information Service, currently in the EYF and VL team, would also move into the Head of Inclusion Service in order to align support and information for families.

5.7.10 **Head of Policy, Performance and Resources**

The final proposal is to rename the Head of Service ECS Resources Head of Policy, Performance and Resources (PP&R). The remit of this post will largely remain unchanged, covering service finance, performance monitoring, data systems and analysis, business support and continuity, asset and estate management and workforce planning across the Directorate.

The Integrated Children's Services team, currently in the Education, Culture and Sport Directorate within the EYF and VL team, would also move to the Head of Service for PP&R in order to align support and information for partners across the Directorate.

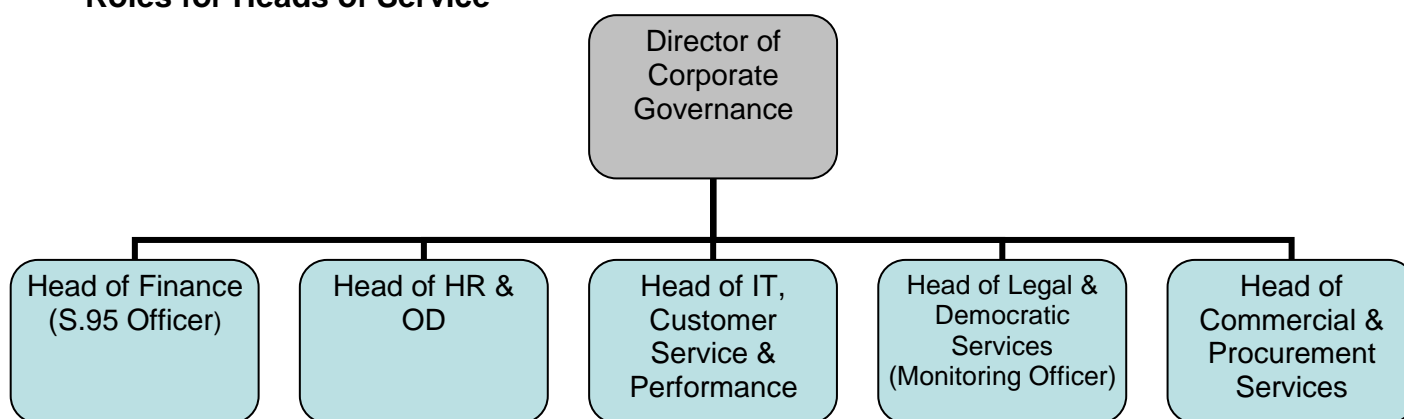
5.7.11 It is proposed that the function of the Sports Team (three permanent posts, plus one fixed term) that currently resides in Education Culture and Sport is transferred, if applicable through TUPE, to Sport Aberdeen, our arm's length partner organisation. Basing this function in Sport Aberdeen would allow the Council to align and rationalise sports development and planning in one arm's length organisation and allow Sport Aberdeen to have the full oversight of sporting development across Aberdeen and to implement a city wide strategy alongside its partner organisations.

Further detail is required to specify which functions would transfer to Sport Aberdeen and this detail would be considered in the phase 3 consultation and proposed structure. As part of this process the Council's approach to monitoring and evaluation of ALEOS, including Sport Aberdeen, would be defined and clarified. It would then be assessed whether transfer of staff under TUPE legislation would be applicable/required.

5.8 Corporate Governance

- 5.8.1 No substantial changes are proposed for the second tier structure within Corporate Governance (CG). Instead, it is proposed to re-align certain functional areas both within and outwith the Directorate (by applying the principle of 'form follows function') to provide the synergy and focus that will support key corporate priorities and enhance customer service.
- 5.8.2 There has, over the course of the last two years or so, been consistent structural refinement within CG meaning that significant change at this time is deemed unnecessary.
- 5.8.3 In the absence of any material change to the second tier structure, most of the proposed structural re-alignment will be capable of being progressed relatively quickly. Significant structural change proposals over and above the re-alignment proposals will be reported during phase 3 of the restructuring exercise.

Roles for Heads of Service



Head of Finance	Head of HR & OD	Head of IT, Customer Service & Performance	Head of Legal & Democratic Services	Head of Commercial & Procurement Services
<ul style="list-style-type: none"> • Financial Strategy and Planning • Financial Reporting, Analysis and Controls • Financial Performance Management • Financial Systems • Business Advice to Services • Investments and Treasury • Bank and Cash Management • VAT Management • Corporate Governance Administration • Pensions Investments and Accounting • Revenue Collection • Administration of Benefits, Council Tax, Business Rates • Social Work Financial Assessments 	<ul style="list-style-type: none"> • HR Policies/ Strategy • Employee/ Industrial Relations • Organisational Development • Training • Health, Safety and Wellbeing • Recruitment and Selection • Payroll • HR Shared Service Centre • YourHR • Equality and Diversity • HR Performance • Business Advice to Services • Job Evaluation • Pay & Remuneration Strategy • Workforce Planning • Employee Benefits 	<ul style="list-style-type: none"> • Best Value • Internal Audit • Risk Management • Corporate Performance Management • Customer Relations • Customer Service (CRM) • Contact Centres • Access Points • IT Services • Business Improvement • Shared Services Process Redesign • Improvement Management • Knowledge Management • Members' Enquiries • Customer Complaints • Emergency Planning 	<ul style="list-style-type: none"> • Legal Services • Licensing • Archives • Committee Services • Democratic Services • Registrar and Registration • Legal Performance • Data Protection Officer Function • Monitoring Officer Function 	<ul style="list-style-type: none"> • Scotland Excel Regional Hub • Procurement Policy, Strategy and Advice • Procurement Performance • Electronic Procurement and Systems • Supplier and Contract Management • Payments/ Creditors • Programme Management Office (including SIP Monitoring) • Insurance • Procurement Legal Advice • ICT Procurement • Social Care Commissioning and Contracts Team

Rationale

5.8.4 **Head of Finance**

It is proposed to transfer the Insurance function from Finance to Procurement. This function fits well with the core functions of Commercial and Procurement (C&P) Services and is consistent with the recent transfer of the Accounts Payable function to the C&P Services.

5.8.5 **Head of Legal and Democratic Services**

It is proposed to transfer Member Enquiries (but not Member Support) to IT and Customer Service and Performance.

5.8.6 It is also proposed to transfer solicitors from the Projects, Procurement and Contracts Team to the Commercial and Procurement Service in order to assist with providing a 'one stop shop' for procurement services in the Council (reflecting feedback from services).

5.8.7 **Head of Human Resources and Organisational Development (HR & OD)**

It is proposed that the internal communication function transfers from HR & OD to the Office of Chief Executive (OCE) to form part of the portfolio of the proposed new post of Head of Communications and Promotion. This proposal is consistent with the notion of 'form follows function'.

5.8.8 **Head of IT and Customer Services and Performance**

The proposals for structural change in relation to this area of Corporate Governance are as follows:

Transfer in:

- Members Enquiries	Consistent with the Customer Services function.
- All customer reception areas	Consistent with the Customer Services function.
- Transformation and Improvement function	The Council's internal transformation programme will be co-ordinated and supported by this team. This builds on the existing performance monitoring function currently undertaken by this team and will enable it to become a catalyst for service transformation within the Council.
- Emergency Planning function	Provides synergy with the risk management function which currently sits within this team.

Transfer out:

- ICT procurement function	Transfer to Commercial and Procurement Service to align with core procurement function.
- Community planning and equalities functions	Transfer to Community and Infrastructure Services where there is now a greater functional alignment.
- FOI; Knowledge Management; Research; Web content	Transfer to the Head of Communications and Promotion (OCE).

5.8.9 The job title of the Head of Service has been amended to contain reference to the IT function. It is felt appropriate to explicitly reference this critical function within the job title and to make clear where management accountability for this service is vested.

5.8.10 **Head of Commercial and Procurement Services**

The proposals for structural change in relation to this area of Corporate Governance are as follows:

Transfer in:

- | | |
|--|--|
| <ul style="list-style-type: none">- Social Care Contracts & Commissioning team- ICT procurement- Procurement legal advice | <p>All proposed transfers will strengthen the role of the procurement function and contribute to the establishment of a 'one stop' shop for customers.</p> |
|--|--|

5.8.11 The integration of the Social Care Procurement function within the Commercial and Procurement Services team is regarded as a logical development. The same procurement principles and customer requirements apply in this area as for the existing range of commodities which the team currently procures.

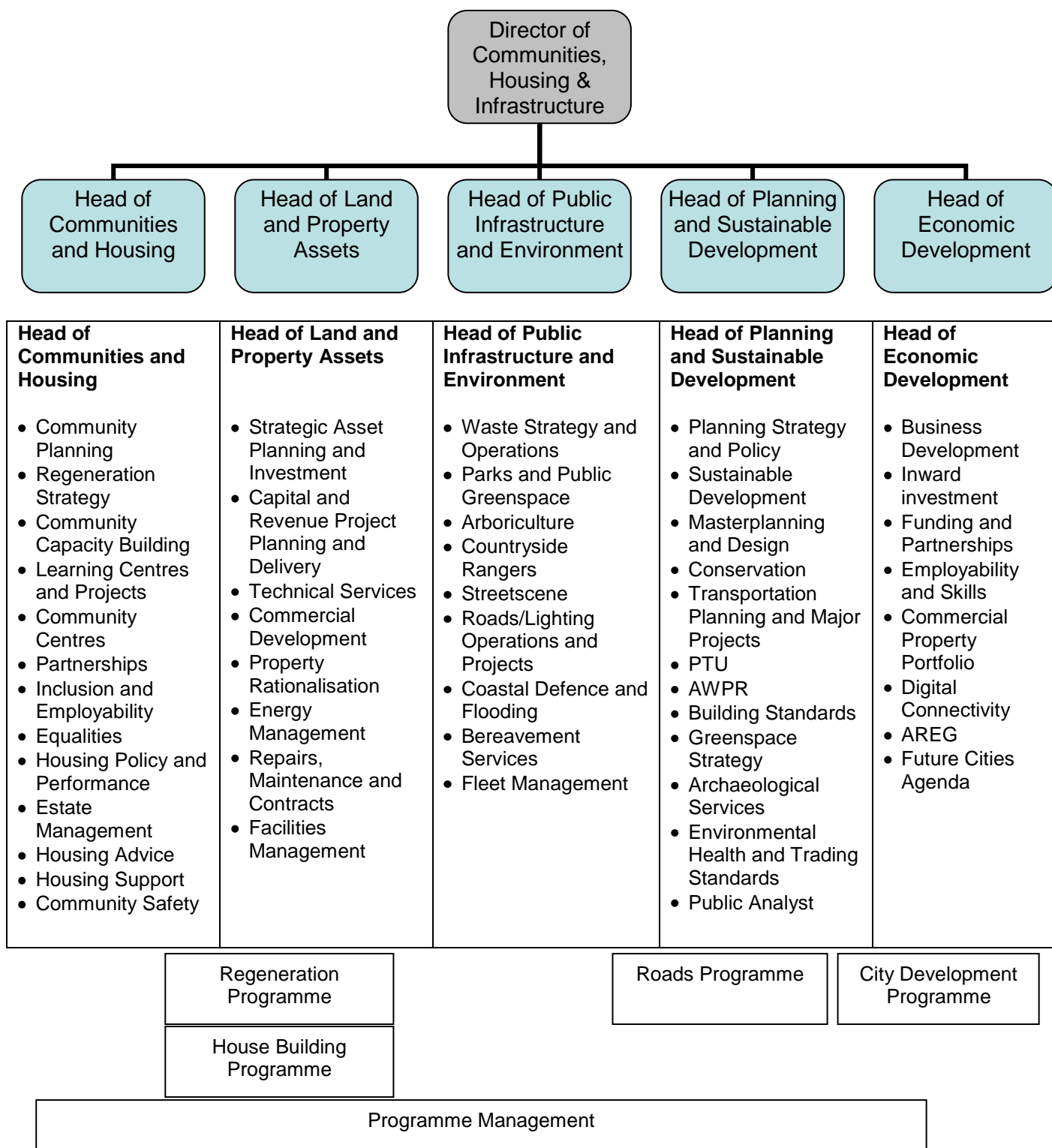
5.9 Communities, Housing and Infrastructure Service

5.9.1 This new Directorate is responsible for a broad range of services that the Council provides to those who live, work, visit and invest in the City of Aberdeen.

5.9.2 It brings together teams and individuals in order to support the development of enhanced strategic planning capability and improved joined-up operational practices in the following areas:

- City-wide and neighbourhood community planning and capacity building
- Customer oriented services that are delivered within people's homes and communities
- Management and development of the Council's land and property assets
- Management and development of Aberdeen's external environment
- Planning and sustainable development
- Economic development.

Roles for Heads of Service



Rationale

5.9.3 Head of Communities and Housing

This role has strategy and policy development responsibilities together with operational management responsibilities for a range of services which interact directly with people in our communities.

The role brings together all aspects of community planning; from supporting the city-wide Community Planning Partnership to engaging directly with communities at a local level via enhanced neighbourhood community planning arrangements. A key responsibility of this role is to act as a link between communities and other services provided by the Council and its partners to maximise opportunities for people to shape and co-construct better outcomes within their communities.

5.9.4 In addition to delivering the Community Planning Partnership priorities at a local level, this role will be active in improving outcomes for themes such as equality, inclusion and community capacity and resilience. The services which have been brought together under this role are all major contributors to improving outcomes for people in relation to these themes. In particular, areas such as financial inclusion and employability will be increasingly important in supporting people to respond to the changing welfare environment.

5.9.5 All of the above leads logically to this service taking the lead in shaping the Council's approach to regeneration. A key task will be the development of strategies which bring together physical and social regeneration interventions and which meet the desires and expectations of communities in so far as is possible within resource constraints.

5.9.6 **Head of Land and Property Assets**

This role has responsibility for strategy and policy development, operational management and programme delivery in relation to the Council's land and property assets.

5.9.7 The role brings together all asset management, technical services, repairs and maintenance and capital projects for the Council's housing and non-housing property portfolio (excluding the schools estate programme which sits under the Infrastructure and Assets Programme Manager within Education and Children's Services). This is supported by the provision of facilities management and energy management services.

5.9.8 A key responsibility of this role will be to develop a centre of excellence for strategic asset management and project delivery. Working closely with colleagues across the Council and the wider public sector, and in particular the Corporate Governance services of finance, legal and procurement, the team will develop short, medium and long term investment priorities for the Council's land and property assets.

5.9.9 This service provides a lead role in the delivery of Strategic Infrastructure Plan programmes for new affordable housing and regeneration, supported by the Programme Management Office within Corporate Governance.

5.9.10 **Head of Public Infrastructure and Environment**

This role has responsibility for strategy and policy development and operational management in relation to the Council's public infrastructure assets.

5.9.11 The role brings together a range of services which have a focus on developing and maintaining the city's roads and greenspace to the benefit of the city's economy and the health and wellbeing of its citizens. The service will build on recent good practice to further develop effective links to communities and educational services

through a variety of means such as friends groups, outdoor education partnerships and third sector access to employment partnerships.

As the main user of heavy goods vehicles and plant, this role will also include responsibility for vehicle fleet assets.

5.9.12 Head of Planning and Sustainable Development

This role has responsibility for strategy and policy development, along with operational management and programme delivery for a wide range of services that impact on the quality of life of the citizens of Aberdeen.

5.9.13 The role brings together functions that facilitate and support sustainable economic development, creating the conditions for growth whilst maintaining and enhancing the quality of the natural and built environment of the city.

5.9.14 Key responsibilities of this post are: to develop and implement long and medium term land use, environmental and transportation strategies; deliver a programme of major transport projects to provide the infrastructure required to support development; and manage statutory functions to ensure compliance by business and individuals with policies and regulations that provide for a high quality, safe, living and working environment. This is particularly important in a time of significant growth pressure such as Aberdeen is currently experiencing.

5.9.15 Working in partnership with other Council services, public and private sector organisations and communities will be central to ensuring a joined up and holistic approach to the future development of the city.

5.9.16 Head of Economic Development

This role has responsibility for developing strategy and policy for business and economic development as well as both promoting the city and delivering support to our key industrial sectors.

5.9.17 An important part of the role will be the need to work across the service, and indeed the whole Council, in a corporate manner around key elements of the economy including planning, skills, promotion and infrastructure.

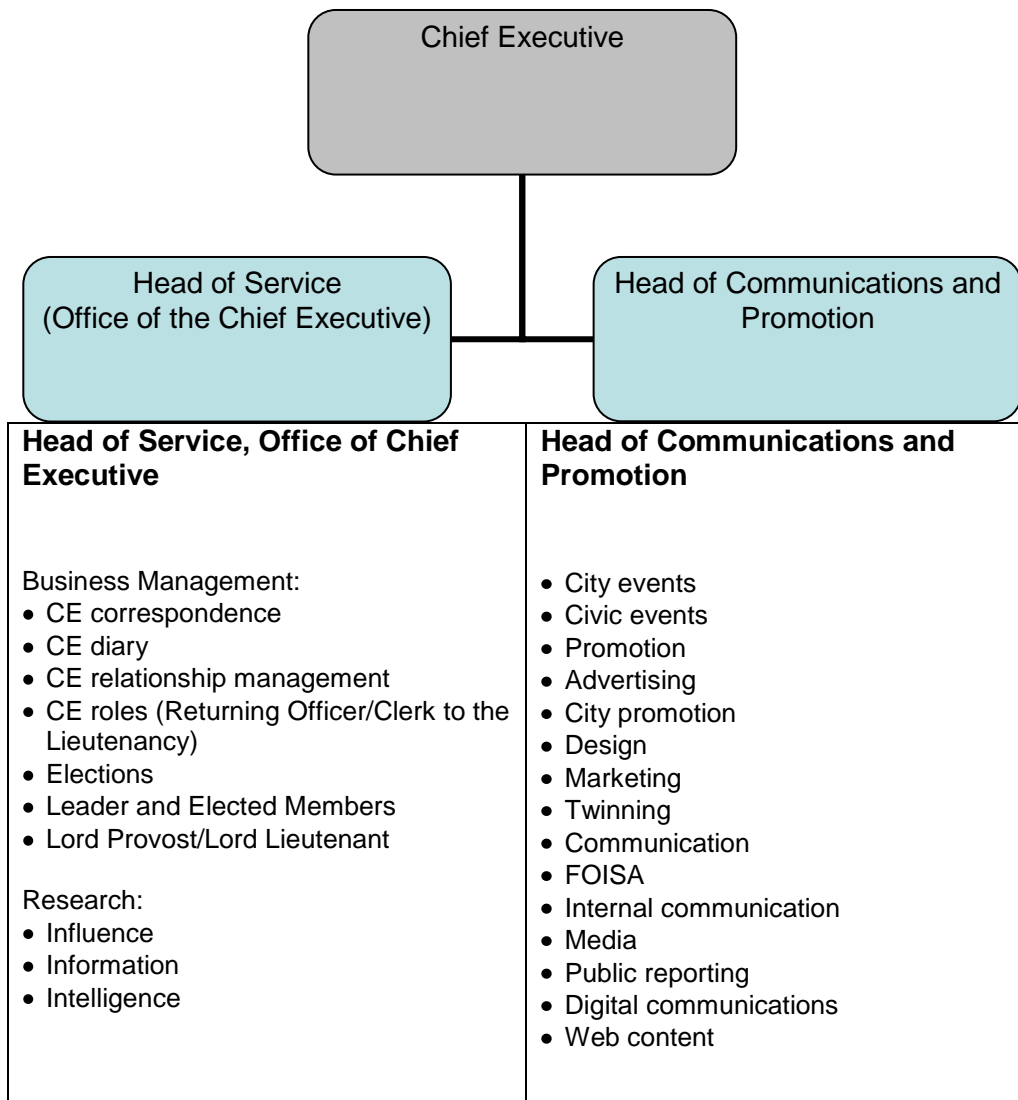
5.9.18 External partnerships play a crucial role in the development of the economy and direct liaison with other Councils, ACSEF Members, Scottish Cities Alliance and national and international agencies is an important element of this position. The role carries with it the responsibility of representing the Council and the city on local, national and international stages.

5.9.19 This service provides the lead role for the Strategic Infrastructure Plan city development programme, supported by the Programme Management Office.

5.10 Office of Chief Executive

The Office of Chief Executive has ultimate responsibility for the delivery of Council services. The Office is led by the Chief Executive and Head of Paid Service for the Council, supported by the Head of Service (Office of the Chief Executive) and the Head of Communications and Promotion.

Role for the Heads of Service



Rationale

5.10.1 **Head of Service (Office of the Chief Executive)**

The Head of Service (Office of the Chief Executive) supports and enables the Chief Executive to fulfill the role of Head of Paid Service for the Council. This includes managing the diary and multiple roles required of the Chief Executive. In addition the Head of Service also supports and manages the civic function of the Council through the Lord Provost and Lord Lieutenancy.

5.10.2 The Head of Service will perform a significant role in relation to managing the Office of Chief Executive's relationships with a range of key individuals and bodies including Members, MSPs, MPs, and government representatives – both Scottish and UK.

5.10.3 The post holder will also manage a centralised research function providing support to the Chief Executive in developing future strategic options for the organisation.

5.10.4 **Head of Communications and Promotion**

This new role will create and implement corporate communications and public relations strategies, plans, key messages, and marketing campaigns in support of the Council's goals of improved customer experience and enhanced staff engagement.

5.10.5 The Head of Communications and Promotion will lead the strategic development and implementation of corporate communication activities for all local, national and international stakeholders and audiences and will deliver these through PR initiatives, marketing campaigns, internal, external and media communication programmes, web and social media and a full programme of city and civic events. The events, whether civic, sporting or cultural, will have reputational significance for the Council – both locally, nationally and internationally and the post holder will be responsible for positive reputational management in this regard.

5.10.6 To ensure transparency and clarity of all corporate communication, the role also encompasses the Freedom of Information and public reporting teams.

5.11 **Consultation and Engagement**

5.11.1 As with phase 1 of the restructuring project, every effort has been made to engage with the workforce and their trade unions in relation to the management proposals. Consistent with phase 1, the feedback received has been constructive and thought provoking to the extent that several of the initial management proposals have either been dropped or altered as a consequence.

5.11.2 In addition to formal consultation with the trade unions, feedback was gathered from employees: at six roadshows held throughout the city (213 employees contributing); through an on-line survey (160 employees contributing) and by e-mail (39 employees contributing). Therefore over 400 employees took the time to feed back their views on the proposals. Phase 1 generated a response from approximately 500 employees.

5.11.3 Appendix 4 details the feedback from the three consultative processes. In summary, employees feel the new second tier structure presents the following opportunities and concerns.

a) **Opportunities**

- The bringing together of related teams under the Commercial and Procurement Service
- The creation of a Head of Communications and Promotion and the centralisation of this function
- The co-location of related services under the Community and Infrastructure Service.

b) **Concerns**

- The definition and positioning of culture and whether this should sit in Communities or Education

- The division of community learning and whether this should sit in Communities or Education
- The move of sport staff from Education to Sport Aberdeen.

5.11.4 In order to address some of the questions and concerns raised during phase 1 in relation to the integration of Social Work Children's Services within the Education and Children's Directorate, eight engagement sessions were held for staff affected – both from an 'Education' and 'Social Work' background. These externally facilitated sessions were attended by the Chief Executive and Directors of Education and Children's Services and Social Care and Wellbeing. The sessions have proved useful in helping to clarify the rationale for the change and how future arrangements will work in practice.

5.11.5 Some of the cross-service feedback received inevitably dealt with issues which will be addressed within phase 3 of the restructuring process (i.e. everything below Head of Service level). Whilst phase 2 is primarily concerned with the second tier structure, by virtue of the detail of the functional portfolios, staff below Head of Service clearly wished a degree of clarity about the omission or addition of a particular functional area (denoted in bullet point form). Every effort has been made to clarify each query received in this regard. However, several of the more specific queries will only be capable of being answered upon the development of phase 3 proposals.

5.11.6 The feedback received did, however, result in several of the initial management proposals being dropped or altered, i.e.

- (i) It was proposed to move the Criminal Justice function from the current Social Care and Wellbeing Directorate to the Community and Infrastructure Service.

Rationale for re-consideration

The feedback received via the consultation exercise suggested that greater synergy and professional alignment would be achieved by co-locating Criminal Justice Services along with the Adult Social Work Service under the direction of the Joint Accountable Chief Officer within the Integrated NHS/Social Care Service.

- (ii) It was proposed to split the Community Learning function between Education and Children's Services and the Community and Infrastructure Service.

Rationale for re-consideration

The majority of the feedback suggested that the function in general would be strengthened by retaining it as a whole service under the direction of the Director of Education and Children's Services. A strong rationale was presented to keep the Adult Learning service and the Youth Work team together, currently managed collectively under the Team Manager (Lifelong Learning). Having reviewed the evidence provided by the teams regarding joint project work, delivery of service and links into Associated School Groups and individual schools, the proposal has been amended to keep these two teams together within the Education and Children's Services portfolio. There will, of course, continue to be strong and effective links between and across the communities teams that will be part of the Communities and Infrastructure Directorate.

- (iii) There was some feedback proposing that Culture could be placed within the Office of the Chief Executive and aligned with the city events team.

Rationale for re-consideration

Having explored this option, it was agreed that the range of cultural services: libraries, library services, creative arts learning team, museums and galleries are more strongly aligned with learning and education and form part of the suite of opportunities to enhance all forms of learning and quality of life for all age groups. Strong links will remain with the city events team regarding any large scale whole city wide festivals and events, as is the current practice, however, as the cultural service and offer is much wider and deeper than city events, the proposal remains unchanged.

The proposed post of Head of Communications and Promotion within the Office of Chief Executive will be tasked with ensuring that cultural events are widely and effectively promoted.

- (iv) Sport

It is proposed that Sport functions be transferred to Sport Aberdeen, to be the lead organisation for Sport development across the city. Staff questioned the detail of specific functions related to this proposal and the operational detail of tasks relating to monitoring of delivery, relationships with partners and retention of sporting expertise within the council.

The proposals focus specifically on phase 2 of the restructure, i.e. the Head of Service posts. The purpose of the phase 2 consultation proposals was to define the remits for the Heads of Service across the new Directorates. Sport does not appear in any of the proposed Head of Service remits, and the proposal is for the communities team to be split between two Directorates. It was decided, therefore, to include more detail around these teams so that staff in these areas would know where it was proposed their teams would sit. In-depth consultation regarding the structure below Head of Service level is still to take place and detailed questions will be answered at that point of the consultation process, once the lower levels of the structure have been defined.

A number of issues were raised with regard to the TUPE process. The process by which staff transfer from one organisation to another is defined by the Transfer of Undertakings (Protection of Employment) Regulations 2006 and as amended. These issues will be dealt with during phase 3.

In response to the feedback received, phase 3 proposals will be developed to enable a sports quality assurance role to be provided within the Corporate Governance Directorate.

- 5.11.7 The formal responses received by the trade unions and replies thereto are shown within Appendix 5.

5.12 Next Steps

5.12.1 The majority of the second tier posts will be filled via the job-matching process agreed by the Council at its meeting of 14 May 2014. In relation to new or substantially altered posts then clearly there will be the opportunity to advertise these internally and externally at the same time as the job-matching process.

The indicative timeline for the matching and advertising process is as follows:

w/c 25/8	- job-matching process commences - non-matchable posts advertised
w/c 8/9	- matches formalised and arrangements made for any required 'competitive' selection processes
w/c 22/9	- closing date for advertised posts; arrangements for Elected Member interview panel(s) to be taken forward separately.

5.12.2 The CMT will meet during the week commencing 25 August to discuss and agree a more refined timeline and to progress the matching and advertising process.

5.12.3 In relation to the 'live dates' for key functional transfers, it is proposed that the integration of the former EP&I and Housing and Environment Directorates will begin during the week commencing 25 August. The transfer of Social Work Children's Services to Education and Children's Services will take place in December (following the Children's Inspection). The transfer of Adult Social Work Services and Criminal Justice Services to the new integrated arrangements with NHS Grampian will take place in April 2015. Finally, work on the re-alignment of Corporate Governance services will begin in week commencing 25 August.

Proposed time-line for key structural changes and appointments

	Aug 14	Sept 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15
Environment, Planning and Infrastructure and Housing and Environment Integration commences									
Transfer of Social Work Children's Services to Education and Children's Services									
Transfer of Adult Social Work Services and Criminal Justice Services to the new integrated arrangements with NHS Grampian									
Re-alignment of Corporate Governance services commences									
Appointment of Chief Officer (Social Care and NHS Integration)									
Job matching process for Heads of Service commences									
Appointment of vacant Heads of Service post and Director of Corporate Governance									

6. IMPACT

- 6.1 This report's primary impact is on existing Heads of Service. Clearly, there are certain implications arising from the proposed Head of Service portfolios which will impact on staff below second tier level. The relevant proposals will be taken forward and consulted on during phase 3 of the restructuring exercise.

7. MANAGEMENT OF RISK

- 7.1 It is considered that a failure by the Council to amend its structure in response to the external and internal drivers for change outlined in this report would result in significant risk to the Council.

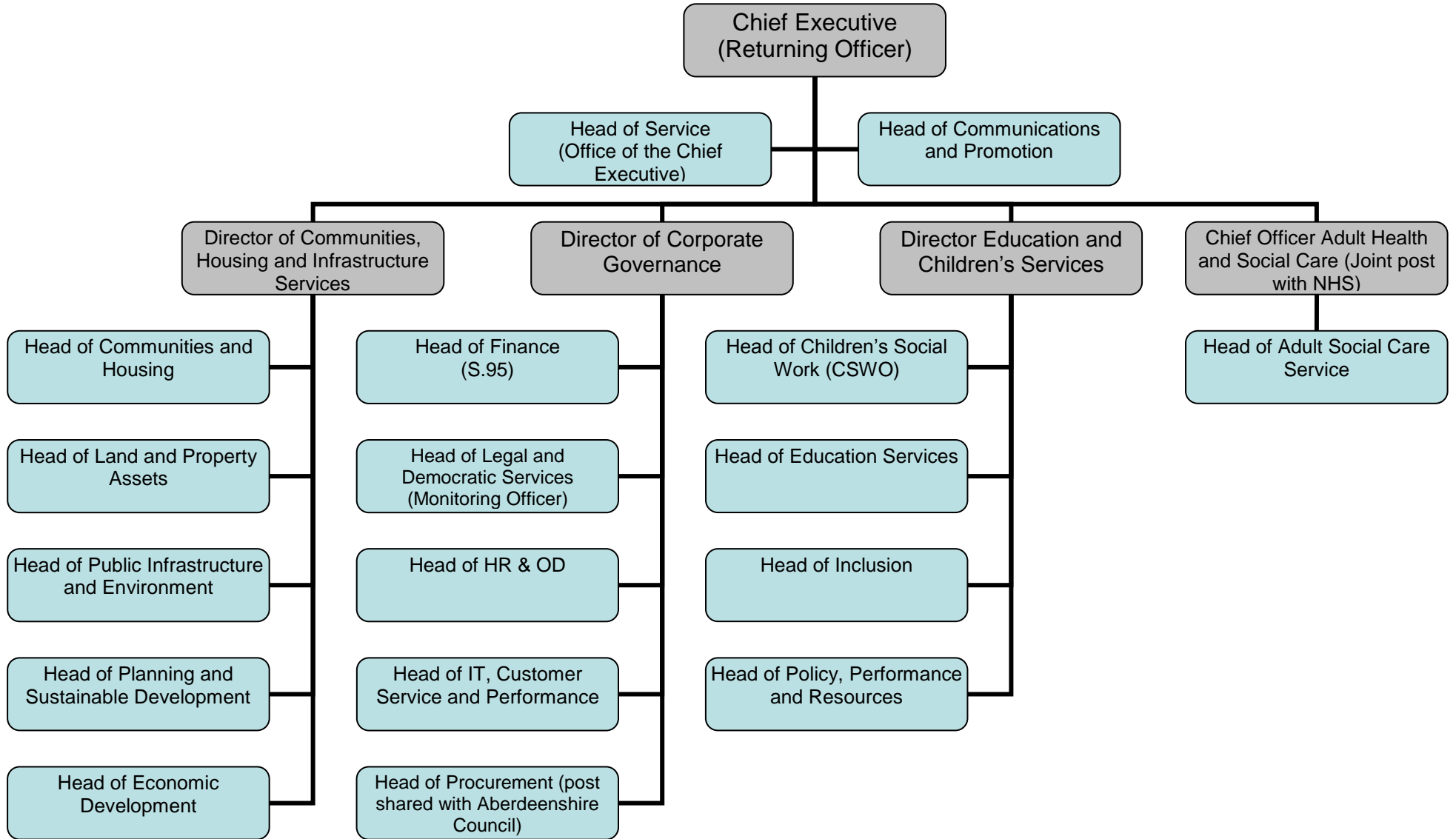
8. BACKGROUND PAPERS

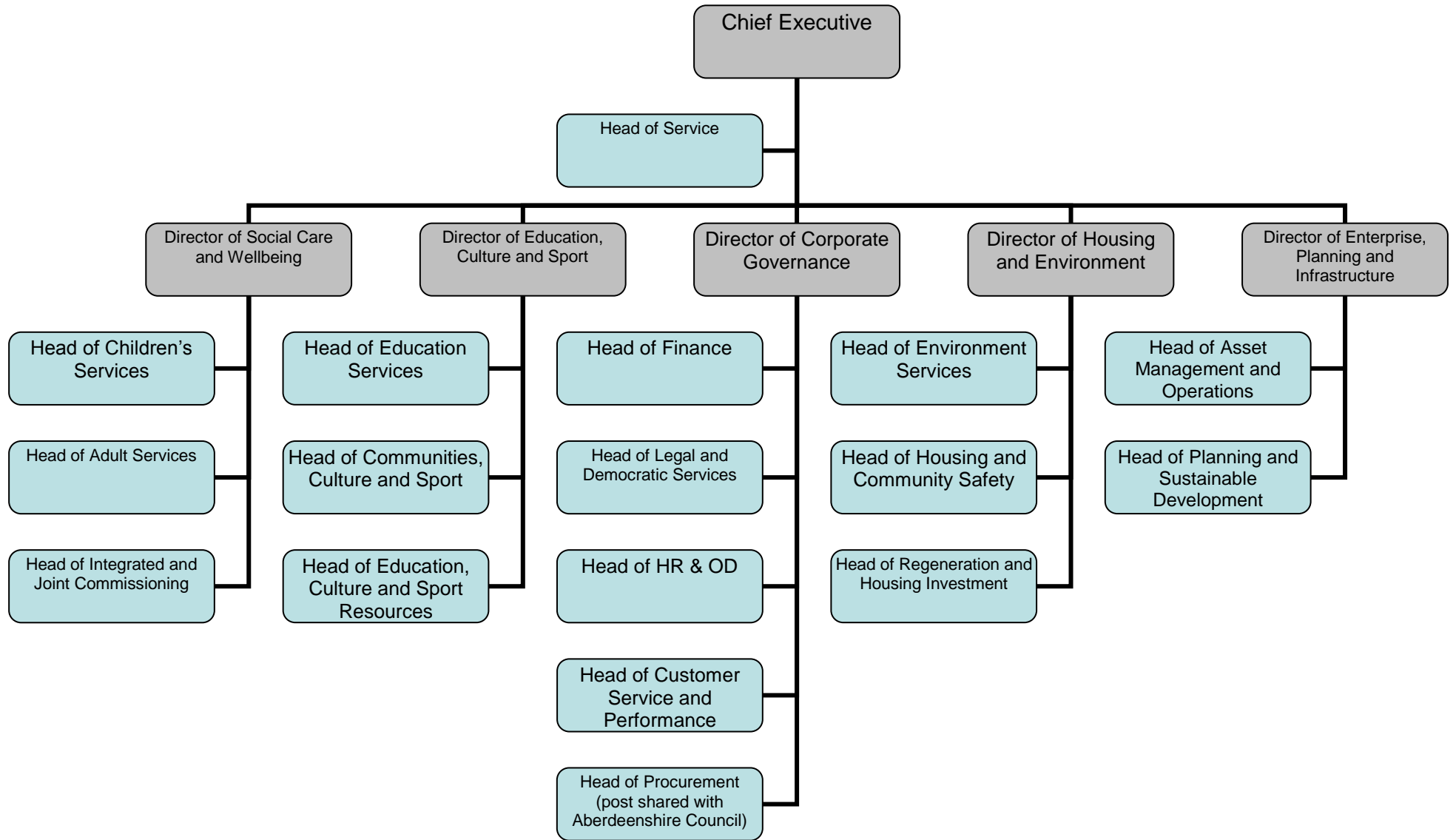
The Public Bodies (Joint Working) (Scotland) Act (2014)
The Community Empowerment Bill (2014)

9. REPORT AUTHOR DETAILS

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- Appendix 1 - Proposed second tier structure
- Appendix 2 - Current second tier structure
- Appendix 3 - Organisational re-design principles
- Appendix 4 - Consultation feedback (employees)
- Appendix 5 - Formal responses – Trade Unions





Organisational Re-design – Principles

Experience has shown that significant benefits are derived by agreeing a common set of principles for structural re-design (e.g. providing for consistency across Services).

It is proposed that the following principles should be applied in the 2014 re-structuring exercise.

Structures should:

1. Be as 'flat' as possible – minimising levels of hierarchy and allowing decisions to be taken near the point of the customer.
 - a) Clearly define accountabilities and remits for each Directorate (and each postholder) to ensure clarity of job role and eliminate duplication of effort and 'blurring' of job boundaries.
 - b) Describe services in a straightforward fashion so as to assist the public and other stakeholders associate service name with service delivery.
2. Be reflective of the Council's current and future strategic priorities and directly facilitate the achievement of these objectives.
3. Facilitate service and Council wide 'transformational' change by maximising the potential for business synergies and efficiencies.
4. Facilitate the delivery of customer focused and cost effective services.
5. Provide for strong and sustainable corporate and performance management.
6. Consolidate the delivery of related activities/services within the same management structure – maximising scale economies and creating or strengthening centres of expertise.
7. Provide a more direct focus on 'Community and Place'.
8. Facilitate both integration and interaction with partner organisations, either as a result of legislative requirement or voluntary agreement.
9. Provide the platform for an engaged and motivated workforce and assist with the development of the desired organisation culture by facilitating the embedment of our core behaviours.

MAKING THE COUNCIL FIT FOR THE FUTURE – PHASE 2 CONSULTATION

1 Introduction

Phase 2 of the restructure consultation began on 23 June and ended on 25 July. All employees were given access to the consultation report showing the Head of Service posts in the new structure, along with the broad functions which it is proposed will sit under each, and were invited to contribute their views on the proposed structure in terms of:

- The opportunities it presents for improving staff and customer experience and making best use of resources
- The risks it might present for staff and customer experience and for best use of resources.

Options for providing comment included:

- Attending one of the road-shows held at various locations in the city
- Completing an online survey
- Sending individual responses to the comms email address
- Completing a paper survey and submitting this via a TU representative.

2 Response rates

a) Attendance at consultation events

AECC	30 June	30
3W01, Marischal	1 July	88
Tullos	2 July	12
4W-01, Marischal	2 July	45
Kittybrewster	4 July	8
Central Library	7 July	30
Total		213

b) Responses to online survey

Corporate Governance	19.38%	31
Education, Culture and Sport	39.38%	63
Enterprise, Planning and Infrastructure	20%	32
Housing and Environment	8.13%	13
Social Care and Wellbeing	13.13%	21
Office of the Chief Executive	0.00%	0%
Total		160

c) Emails to comms address

Corporate Governance	35.89%	14
Education, Culture and Sport	33.33%	13
Enterprise, Planning and Infrastructure	0.00%	0
Housing and Environment	12.82%	5
Social Care and Wellbeing	10.25%	4
Office of the Chief Executive	0.00%	0
Other	07.67%	3
Total		39

Total responses overall – 412

3 Overview of responses

A number of opportunities and benefits were identified. Particularly welcomed were:

- The bringing together of related teams under the central procurement service
- The creation of a Head of Communications and the centralisation of this function
- The co-location of related services under Communities and Infrastructure.

The most frequently cited areas of concern were around:

- The definition and positioning of culture and whether this should sit in Communities or Education
- The division of community learning and whether this should sit in Communities or Education
- The move of sport staff from Education to Sport Aberdeen.

4 Summary of outcomes

Full versions of the outcomes from all three sources are contained in the appendices to this paper. In summary, however, the main comments were as follows:

a) Opportunities

A significant number of staff were able to identify clear opportunities arising from the new structure. In general terms these included:

- Improved collaborative working and the breaking down of silos leading to a more joined up approach
- The opportunity to obtain more joined up feedback from customers and to provide a more streamlined service to customers
- Increased opportunities for staff development, career progression and chances to share and develop different skills by bringing different staff groupings together
- The opportunity to review the skills sets of Heads of Service and Service Managers and to share knowledge and expertise as they take on new roles
- Greater understanding between staff in different areas of the roles and responsibilities of others
- The opportunity to focus on improving technology and process review to support the new structure, ensuring that end to end processes are united
- Increased opportunity to adopt a matrix approach to projects
- A smaller more focused senior management team leading to a shared vision, better communication and clearer priorities
- Clearer and more logical portfolios with clearer Directorate accountability
- Reduction of duplication and better alignment of staff
- Increased ability to allocate resources appropriately
- Co-location of like with like leading to greater efficiency and adoption of best practice
- The opportunity to maximise the benefits of Smarter Working
- The opportunity to maximise the benefits of PR&D and promote the development of the corporate behaviours through the implementation of the new structure.

More specifically opportunities were identified in each of the Directorates as follows:

i) Communities and Infrastructure

- The co-location of services such as **facilities management** and **repairs and maintenance; air quality and transport; roads and housing; roads, lighting and grounds** – to name but some – were seen as positive moves likely to result in improved communication, efficiencies and better co-ordination of services
- The move of **community learning, community engagement and capacity building** into the larger Communities Directorate was seen by some as positive, likely to strengthen links and to result in a positive impact on life chances and an improved service to the community as a whole; also leading to strengthened local engagement opportunities in line with the Community Empowerment Bill
- Locating **community planning and regeneration** and **planning and sustainable development** in the same Directorate was seen as positive, allowing opportunity to develop a more rounded Council vision capturing synergy and benefits between private sector development and regeneration
- Centralised **asset management** team was seen as positive in helping make better use of the asset portfolio
- Further opportunities were identified for collaboration outwith the Council – for example between the roads services in the **City and Shire**
- Opportunities were identified for **libraries** to move to Communities in recognition of their broader role in the community and to enable easier collaboration on things they are already prioritising - such as employability, digital connectivity and partnerships
- Potential was identified for better opportunities for a one-stop shop approach – e.g. access to advice on **planning, building standards, trading standards and environmental health** in the same Directorate
- An opportunity was identified to move the **Community Council** Liaison Officer from **Corporate Governance** into **Communities** in order to better support community councils.

ii) Corporate Governance

- Although the administrative impact of moving large numbers of staff on **PSe** was recognised the opportunity to update staff data records and sort out historic anomalies was welcomed
- The move of the social care **commissioning and contracts** team to **procurement** was seen as 'positive', 'long awaited' and a 'new and exciting experience' with potential to allow for more strategic and judicious purchasing decisions and to benefit both staff and service users
- The move of **legal** officers to **procurement** was seen as positive and essential to ensuring a swift and consistent response
- The move of **ICT procurement** to **procurement** was viewed by some as positive, motivating staff to higher performance and allowing a more joined up approach
- Overall it was felt that with the new additions the **commercial and procurement services** would present 'a comprehensive procurement capability rivalled by none in our sector'
- The move of all **customer contact** teams under the same banner was seen as an opportunity to fully engage with customers and provide the most effective experience possible
- Opportunities were identified to strengthen **financial** management through the new structure; to reinforce the importance of budget holding responsibilities and to build skills of budget holders; to continue to strengthen the strategic input finance can make to the organisation through the role of the Head of Finance and links of finance staff across the Council.

iii) Education and Integrated Children's Services

- Closer working between **social care and education** was seen as likely to result in more efficient solutions to persistent problems
- Some staff in **libraries** welcomed the continuing link with Education in terms of developing relationships with the **Family Information Service** and working more closely with **school librarians and teaching** staff
- **Adventure Aberdeen** remaining in Education was welcomed and was seen as supporting the continuation of work with schools
- Opportunities to share resources – such as **library** buildings – for activities such as **housing advice/ support** were identified
- An opportunity was identified to bring **culture, sport and city events** together in one team to support the improved profile of the city; an alternative option to link **culture, city events and economic development** was cited to the same effect.

iv) Joint Accountability Post

- The creation of joint working with **health and social care** was seen to offer potential for real understanding of the processes and challenges facing health and social care personnel and to provide a more streamlined transition between these services for service users.

v) OCE

- An enhanced **OCE** was welcomed with comments such as 'anything which improves integrated communication is a welcome move'
- The establishment of a **Head of Corporate Communications** was also seen as a positive move likely to lead to a more co-ordinated approach; it was felt that this would encourage creativity and remove duplication of effort; in addition a unified approach to external engagement was seen as having potential to improve customer experience
- The potential was cited for a more co-ordinated and comprehensive approach by moving the whole web team to OCE rather than the proposed move of **web content** to OCE while the **web team** remain in Corporate Governance.

b) Risks

A number of concerns and risks were raised around the new structure which it is useful for Directors to be aware of in taking the next phase of the restructure forward. In general terms these included:

- The risk of simply creating new silos without sufficient thought being given to *how* new service areas will work together
- The impact on staff of a continued period of uncertainty, the risk of disengagement if the change process is not managed effectively, concerns about job losses and risk of losing staff thus affecting business continuity
- The potential clash of cultures when certain teams come together and the impact of this on staff morale
- The risk of conducting the restructure in a vacuum without making our vision for the city, our direction of travel and the rationale for the changes really clear to all involved
- The risk of titles and remits changing but not behaviours which may ultimately result in no real benefits being realised
- The cost of restructuring as compared to simply improving what we already have

- Concerns about the size of some of the Head of Service remits and consequent risk of management not understanding the roles of the teams they are being asked to manage
- The lack of transparency/ clarity in some Directorate/ job titles which may make it harder for customers, both internal and external, to know who to contact
- The risks to knowledge management if stock is not taken of what information lies where before moves are made.

More specifically risks were identified in each of the Directorates as follows:

- **Communities and Infrastructure**

- Concerns were raised around **Criminal Justice** (CJ) being moved to Communities – particularly around how professional quality will be managed given the lack of qualified social care management above the CJ social worker posts; the MAPPA requirements for a social work Head of Service at very serious case conferences was also raised along with the general risks to the quality of social care provision of splitting CJ from the rest of social care; the potential division of **youth justice** from **criminal justice** was also cited as a concern
- Concerns were raised about **community learning**; while the move to Communities was welcomed by some the fact that elements such as **adult learning** remain in **Education** was considered to be counter-productive to joined up working and co-ordination of approach – it was also seen as being contrary to their employability role and to the requirement placed on local authorities to provide community learning and development via a 3 year plan
- Some concern was raised about funding being less secure for **community learning** in a more diverse Directorate such as Communities
- Splitting **learning centres** from Education was also highlighted as a concern
- General risks were identified in splitting strategy from operations – e.g. **roads programme** separate from **roads operations**; **greenspace strategy** separate from **greenspace operations**
- A risk to smooth operations and good communication was also identified in the proposal to move the management of the **investment portfolio** to a different Head of Service from the management of **operational property**
- **Aberdeen Scientific Labs** had a major concern about the potential impact of changing their Head of Service during the ongoing work on the unified service proposal they are progressing with the 3 other Scottish scientific service labs; their preference would be to sit under Head of Public Infrastructure.

ii) **Corporate Governance**

- **Members' Services, Members' Support** and **Members' Enquiries** highlighted concerns about their disaggregation and the impact this would have on them and on Elected Members
- There was also felt to be some risk in separating **ICT procurement** from the rest of **ICT** with the impact on team work, loss of skills and reduced ability to directly manage information and contracts
- The move of the **web team** to **OCE** was cited as causing potential issues for YourHR which is presently hosted on the web team server – it was felt that potentially YourHR may be better with its own server
- Potential risks to **financial** governance through the handover period were highlighted along with the impact on **finance** staff of the creation of the new ledger structure; this needs to be mitigated by clear structured processes and clear handovers for budget holders

- There was also concern that the high expectation under the new structures to drive services forward may require a lot of hands on support from **finance** and other support services (for example, **asset management**)
- Failure to appoint a dedicated Head of **ICT** was cited as having potential negative impact on rising customer expectations and security
- The move of **legal officers** to **procurement** was seen by some as a potential dis-benefit limiting these staff to a narrow field of expertise; it was also felt that this may result in solicitors losing their independence and impartiality and may create lack of capacity in legal services to deal with non-procurement work; there was further concern that the fragmentation would impact on relationships, on client services and may cause difficulties with retention.

iii) Education and Integrated Children's Services

- Some staff in **libraries** felt their link was stronger with Communities than with Education – e.g. 'libraries are more than just an Education service'; 'libraries are for everyone'; there were concerns that there may be greater emphasis on children to the detriment of adults
- Some also felt that, given their statutory role, **libraries** should have a higher profile than simply being absorbed under the heading of 'culture' and that that lack of profile may make them the poor relation in a much larger service and may also impact on career progression opportunities and on funding
- Concerns were also raised about the impact on the joint vision for **libraries** and **community learning** which has been part of the ongoing CLD and libraries review
- There were **concerns** about **adult learning** being split from the rest of **community learning** in terms of loss of joined up working, impact on service users and possible duplication of effort in issues such as HMIE inspections; there were also concerns that splitting **youth work** from **adult learning** would dilute the service
- Concerns were raised about the focus of Education in the consultation paper being on 'raising attainment' where **CLD** is more focused on 'achievement'
- It was felt that the placing of **culture** in Education and the lack of reference to it any of the Integrated Children Services documentation runs counter to the commitment and investment in culture demonstrated through the bid for culture and undersells its potential in terms of social, economic and civic impact
- **Social care** staff raised concerns about their ability to meet the 12 specific duties under the Social Work Scotland Act as a divided service; there were also concerns about governance and where the Chief Social Work Officer would sit as well as concerns that the proposed set up would lead to a repeat of the very poor SWIA inspection report in 2008
- The impact on service users transitioning through the **social care** system was also raised with fears of a poorer, less joined up service for our most vulnerable customers
- The impact on **social care** staff of their disaggregation was also mentioned in terms of its potential for loss of opportunity, isolation and demoralisation as well as the dilution of social care values through being managed by non-social care managers
- Concerns were raised about **business management, carefirst, social work records, complaints and enquiries teams** in terms of how these would operate across a divided **social care** service and whether there would be potential risk to jobs
- Retaining a separate **asset management** team in Education was noted as having potential for silo thinking leading to differing standards and poorer project management
- There were some concerns about moving **sports** staff to Sport Aberdeen and the impact this could have on sport and physical activity in Aberdeen and on staff retention; there were also concerns about how the monitoring and scrutiny role will be managed and the potential impact on currently fruitful relationships and on external investment.

iv) Joint Accountability Post

- Some concerns were raised about the loss of direct control over funding for **adults and older people's services** and how this would be managed; also how the Council's statutory role for **adult support and protection** would be discharged were the successful candidate to be from an NHS background
- There was a concern that the term **3+1** model implies that the +1 is somehow less important than the other Directorates.

v) OCE

- Questions were raised about the rationale for putting the **Information Compliance Team** in with **media** and **communications** –
- The impact of raising the role and profile of **communications** based on current staffing levels in this area was also highlighted as a risk.

Trade Union Responses to the Re-structuring Proposals

1. EIS

2. GMB

3. Unison

4. Unite

1.

Ewan Sutherland
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Corporate Governance
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Dear Ewan

Phase II Restructure

Having supported the move to the 3 + 1 model, Aberdeen EIS broadly supports the proposals for the restructuring of the 17 Heads of Service posts underneath.

Whilst the Sue Bruce/Annette Bruton restructuring of 2009 was a great improvement on what had gone before, we did feel at the time that there were anomalies in the Heads of Service remits that meant that certain teams could have been better placed. We feel that it has made sense for the Director to have waited a year or so to familiarise herself with our structures before advocating a realignment to address these anomalies.

Head of Education Services

The post holder will be in charge of primary, secondary and special schools. Whilst we agree that an important aim of an Education Service is to raise attainment, it is also important for Education establishments to focus on achievement. It is possible for a high attainer who is cruising, not to be a high achiever. Likewise, it is possible for pupils who are working flat out, although not attaining high grades, to be high achievers. CfE is about working with parents and other partners to encourage our young people to become responsible citizens; there is not an SQA qualification in caring for your classmates, your community and society in general. We need our young people to have an appreciation and a tolerance of diversity.

With the main focus of this post holder being learning, it makes sense to move the CPD teams and the Education ICT teams into this section to maximise support for the teaching and learning processes.

Head of Inclusion

We are mindful of the fact that this new post has similarities to the Assistant Director SEN post that the city had in the late 1990s. Whilst the EIS has always been an advocate of multi-agency working and the GIRFEC process to ensure that we provide excellent support to children with additional support needs (ASN), care will need to be taken to ensure that there is overlap between these two Heads of Service posts. Because of bereavement, family break up, bullying etc, many pupils can experience Additional Support Needs throughout their school careers and maximising pupil learning and achievement is the key issue for all pupils.

Bullet point 3 mentions Special Education Provision such as MICAS bases and these are a vital part of the mainstream schools where they exist and we question the rationale for having Special Schools sitting under the Head of Education Services and Special Bases sitting elsewhere. Social Inclusion is as important as educational inclusion and so this post holder will have to link with all of the other Heads of Service.

Whilst we understand the need for the lead officer for GIRFEC to be the new Head of Inclusion, the key elements of GIRFEC must permeate all of the four Heads of Service. It will be vital that the key principles of social inclusion underpin educational learning and teaching approaches. If we are to ensure that all our young people feel valued, our emphasis must be on collaborative and participative approaches through inclusive learning and teaching pedagogies.

Head of Policy, Performance and Resources

We appreciate that the remit of the post will largely remain unchanged but wonder why the Integrated Children's Services team are to sit here and not under the Head of Inclusion?

Head of Children's Social Work

We welcome this Head of Service post coming under Education and understand the need to ensure that the post holder fulfils the Chief Social Worker role for the Authority. We have been monitoring the Reclaiming Social Work developments with interest and are looking forward to a return to small social work teams with the intention of improved collaborative working.

General Points

Whilst appreciating that the realigning of services will create stress and uncertainty for the staff involved, once the remits are finalised it will be vital that all positions are matched or appointed ASAP so that the vital cooperative working across all four Heads of Service takes place. For too long now Education has been running with staff vacancies which have created extra pressure and stress for our existing officers and the Council must address this staffing issue as a matter of priority.

You can have the most innovative, creative structure in the country but if we don't have suitably skilled personnel in place, the new Education and Children's Services will not be able to deliver the improvements that are desired for the benefit of pupils and staff in schools. Let us not forget that the 3 permanent QIO appointments advertised earlier in the year, did not deliver 1 new permanent QIO post holder.

Yours sincerely

Grant

Grant Bruce
Aberdeen EIS Secretary

Dear Grant

Many thanks for your response to the re-structuring proposals.

Gayle Gorman will discuss the specific points you raise directly with you. However, the general points raised in your last and penultimate paragraphs are noted and you can be assured that every effort will be made to fill the key vacancies you specify as expeditiously as possible.

Regards,
Ewan

2.

Hi All

I write to respond to the paper on phase 2 of restructuring, I have commented previously on the proposed TUPE TRANSFER of Education Culture and Sport Staff, in that there is not 100% of a task to transfer and therefore feel that this may not be an actual TUPE TRANSFER.

Further to this I acknowledge that there has been extensive consultation and briefings to staff in various locales and on the Zone, much of the re- alignment of services does not at stage 2 affect our members, however there is a bit of anxiety over the break up of Social Care and Well Being but that I am sure it is caused by change being a stressor, however it may well have a greater affect in more numbers for members in the other Unions in the City. The Integrated Care agenda will be rolled out and it is comforting to know that we are not adopting the systems of other Authorities and a partnership approach will not affect the Terms and Conditions of Staff.

We await the appointment of the head of Integrated Care, Later in the Agenda.

There is to be legislative change and the introduction of child care in early years as well as the additional hours for Nursery provision, this is currently being worked on and consulted upon, I would seek that any notes of working parties for this and any other services changes be widely distributed where appropriate beyond the Zone.

I do hope the Criminal Justice, community service, is not used to undermine employment in the new service under Pete Leonard, I recognise that there is a valuable role for that service to contribute to the City and the clean up of the Beach was one good example but the handing over of the Stewart park was a complete disaster, so I would seek that the best use of that resource is implemented and that there is consultation regarding deployment into areas where our members are engaged.

In the main we do not have members in phase 2, Heads of Service, but the re-alignment may change working practice and line management for some, but we will look forward to phase 3 where there is to be a further consultation and our members are likely to be affected by possible outcomes, we would seek a full 20 working days and more if it can be fitted in as we would wish to get the best opportunity to engage with both Services and our members.

I do hope that I have covered where our position is but there may be further comment from members in Services before the 25th of July.

I am on Annual leave until the 4th of August

Kind regards

mike

Mike Middleton,

GMB Convener

Mike

[Thanks for your comments on the re-structuring proposals.](#)

[In relation to two of your points:](#)

1. The specifics in relation to the proposed 'TUPE' transfer of sports staff to Sport Aberdeen will be dealt with in Phase III of the restructuring process. Your points will be fully discussed and considered at that juncture.
2. You may not be aware that it is now proposed that Criminal Justice will sit alongside Adult Social Work Services under the Joint Accountable Chief Officer.

I note what you say in relation to consultation requirements during Phase III.

Regards,
Ewan



ABERDEEN CITY BRANCH

Unison comments Organisational Restructure Phase 2

Thank you for consulting with us on this proposal. We fully appreciate the attempts made to address the concerns raised by Unison during the first round of consultation and this has gone some way to alleviate the stress and concerns raised by our members. It is unfortunate that the consultation has occurred during the summer holiday period as this has resulted in some staff having missed the opportunity to comment.

We continue however to have some concerns which we have been advised will not be answerable until Phase 3. We are still unclear as to what "Phase 3" will incorporate and would welcome early discussions to seek clarity on this. We anticipate that phase 3 will follow a similar format with staff briefings being available for staff to engage fully and meaningfully in the process?

We would request that the concerns raised below (including the feedback from members) be addressed in the report to Council and that this document be included as an appendix.

Corporate Governance

We are disappointed that there has been no in-depth level of discussion regarding shared services. The recent posting on the zone stating that discussions are ongoing with Aberdeenshire have caused concerns, and the timing of this announcement towards the end of a major consultation on restructure could have been better. We have assumed that the proposed "shared services" would currently fall within the CG Directorate (IT, HR, Legal Finance) and Unison has a large membership within these areas and urgently request full and meaningful discussions commence on this issue.

There continues to be concerns regarding the move of solicitors (and potentially other members of staff?) to the CPU team. We are disappointed that the many questions posed by this group remain unanswered and at the real lack of clarity around this proposal. This gives rise to concerns that the proposal has not been adequately explored. As to how staff can engage meaningfully when they do not know the extent of the proposals is unclear. There will undoubtedly be a loss in flexibility in perusing this option, and how that will be a benefit to the Council is unclear.

SCW commissioning and contracts being transferred to procurement, on the grounds that it is essential to understand the service needs before external services can be commissioned properly. There is a real danger that procurement develops into an industry on its own, disconnected from the service it is meant to be assisting. We are concerned that this may lead to services being monitored and recommissioned solely on financial criteria, with quality of service not being as important because those monitoring and commissioning do not have any intrinsic understanding of the service.

Community and Infrastructure Services

Despite assurances that some mechanism will be in place to ensure a direct link with Criminal Justice with other aspects of SC&WB, there continues to be concern regarding how the practicalities of this would work. Concerns remain about the safety of services and their users under the jurisdiction of Directorates with no relevant experience or the statutory authority to manage social work, for example, a Director of Housing overseeing Criminal Justice social workers and the service.

Education and Children's Services

We have major concerns regarding the proposal to transfer sport strategy team to Sport Aberdeen. We would question if this is truly a "TUPE" situation given that a substantial part of the remit will continue to be undertaken by ACC. We would also question the legality of such a transfer when ACC is fully aware that this organisation has already caused detriment to staff with the deterioration of terms and conditions for staff within Sport Aberdeen.

Concerns were also raised regarding community and youth moving to the communities team. Given the number of members currently on leave it is not possible at this time to confirm that they are satisfied with the outcome of the meeting with the director which we understand has taken place and resulted in them remaining with Education Directorate.

Social Care and Wellbeing

The additional briefings organised for this group of staff was greatly appreciated. As is the assurance that the move into Education would be as a complete unit for children's services. There does however continue to be uncertainty around how the practicalities of this will work and the links between other SC&WB services in adult services and criminal justice will transpire. We would expect more detail to be available in phase 3. It is also disappointing the business support who will be key to the change management process still have had no opportunity to discuss fully with senior management. We expect this to be addressed as a matter of urgency on implementation of phase 3 consultation.

Additional

As some comments would directly identify a specific member we have not included them in this report however the majority of those queries were in relation to their post section not being included in the new structure. Our understanding in these instances is that these issues will be addressed in phase 3.

Feedback and questions from members

Commercial & Advice Team – Legal Services

What outcomes are sought by placing a legal team within the CPU and how are these not achieved presently?

Will the workload of the Team that does not fall within the CPU (e.g. contracts, projects, state aid, commercial advice, committee monitoring etc) transfer or not? It is difficult for staff to provide meaningful comments on this consultation when they do not know the extent of the proposals.

How many staff (Team Leader / Solicitor / Paralegal) are required to deal with the volume of work generated from the CPU?

What impact would locating at Woodhill have for accessibility to client services?

How would cross transactional work be managed? (e.g. ISP / Property / Employment etc)?

Would the team remain part of Legal Services albeit based elsewhere or will they transfer completely out of Legal Services?

Who would be responsible for the professional supervision of solicitors within the CPU and issues of CPD / training, mentoring and support?

Implications of CPU being a Shared Service with Aberdeenshire - would the team require to advise both authorities, have the regulatory implications for this been considered and has the Legal Service at Aberdeenshire been consulted?

Are their plans for staff from legal services at Aberdeenshire Council to transfer into CPU?

This proposal will have implications on wider legal services, particularly around the recent Legal Services Restructure and the rotation of solicitors across all aspects of a local authority solicitors role to allow for cover and succession planning and the desirability of exposing the Council's solicitors to all aspects of local authority work.

How can we safeguard succession planning and cover arrangements if one part of the legal service is isolated from the rest?

How can we mitigate the impact of the recruitment challenges faced in competing with the private sector for procurement specialists as opposed to recruiting people who wish to be public sector solicitors?

How would the potential isolation of staff from the management and team support available across Legal Services be mitigated?

How do Legal Services mitigate any impact on other services of a dedicated legal team within the CPU (e.g – loss of expertise within service, lack of holistic approach etc)?

Will other services wish to have legal staff embedded within their structures – how do we safeguard the Council from any impact of the splintering of the central legal service?

How does the move fit with the Council's move to smarter working?

What about staff access to online legal research subscriptions/ library resources / any case management system adopted by Legal, files etc?

FOISA Team

I have a concern regarding the positioning of FOISA under Communication and Promotion;

- 1) Will the integrity of FOISA be challenged by the Promotions aspect of the service? i.e. FOISA releases are about transparency and accountability and, as such, may not necessarily promote ACC or Aberdeen in a positive light.
- 2) On that basis, how will it look to any external parties if the FOI team is interlinked with Promotions? Will it bring a perception of 'media management' or manipulation to FOI? Will this perception, correct or otherwise, detrimentally affect ACC's reputation as being transparent and accountable?

Agree that FOISA should be placed under Chief Executive as it strengthens its position and shows it affects the entire Council at all levels.

Education feedback

"Culture" services does not appear to align with the Head of Education remit, and it is not reflected in the narrative attached to the post. It will be hard for the public, partners and colleagues to find where culture sits in the organisation, and then, it gives the appearance that cultural activity related to schools and children, when a small proportion only of the work of your teams happens in those settings. Given the efforts made in the Directorate to give culture a higher profile, through the UK City of Culture bid, in the SOA (where it is reflected as a multi lateral priority) and the administrations budget plans, it is disappointing that it is not reflected in the reorganisation.

Where are the career development opportunities for non teaching staff to progress within the Directorate if the Head of Education requires to be registered as a teacher?

There has been a missed opportunity to bring together culture, marketing, sports, civic events and activity and city events under one portfolio. This would have allowed for a clear strategic framework for the development of the city as a vibrant, creative one, with a leadership and advocacy role for the Lord provost: by being in the same Directorate this would have enabled a much more co-ordinated and joined up

approach to promoting the city. Culture and sport play a key role in 'placemaking' and this could have been better reflected in the structure.

We request an assurance that resource is agreed within the Policy and Performance team to support the portfolio of information required under the responsibility for reporting on the SOA and the Service plan.

We would like to understand further the implications of the establishment of the corporate hub to monitor ALEO's and how this will impact on the work of the team.

I think it is inappropriate to devolve the work of the sports strategy team to Sport Aberdeen. The logic of this is not articulated within the restructure document and will put a level of distance between areas of the service that need to work closely to ensure that the city gets the profile it needs. An example would be the way they have worked together to profile the 2012 Olympics and 2014 Commonwealth Games. If an opportunity was available for a major capital bid, for example for a national performance initiative, or to host, say the Tour de France in 2020 where would the resource and responsibility lie for moving this forward?

Given our awareness of the issues pertaining to the organisation, and that they are only one of the sports funded partners, how can staff be given the comfort they are transferring to a fully functioning organisation, and how will the other funding relationships with sports bodies be transparently handled if this is to be housed in Sport Aberdeen? Where will the strategic function lie and how/who will monitor the effectiveness of Sport Aberdeen itself?

Finally, I think there should be further rounds of staff sessions as given the time of year, many people, like I, will not have been able to attend.

SC&WB Feedback

SCWB – PHASE 2 Restructuring Comments/Concerns from SCWB Staff to UNISON

Business Management (SCWB)

1. Where does Business Management fit into the new structure?
2. Will Carefirst still be used and if so will Carefirst be split between Directorates (Currently used right across SCWB).
3. Unhappy with the way that Phase 2 was just 'landed' on staff – via email.
4. As well as restructuring what information can be given on having to physically relocate?
5. Staff being referred to Business Manager for additional information (Phase 2 document page 3) – however, Business Management state they have not been given any information so are concerned that this could actually heighten the anxiety levels of staff.

Adult Services

1. In Phase 2 document it states that Commercial & Procurement Services will be a one stop shop for Procurement for the whole of ACC yet there is reference to a Commissioning Function in the document under Education and Social Work – P.4 – Can this be clarified please?
2. There are 2 tiers of procurement staff within the current C&PS Structure and only 1 within current Commissioning and Contracts Team – how do the current staff that are going to be transferred to C&PS fit in with this, has the Union been consulted on this?
3. Service Managers concerned with finance from Adult Social Work being moved to Chief Accountable Officer.

4. Staff feel consultation is not really a consultation – some staff told at ‘Consultation Event’ that the new structures are really just proposals, but that they were not really flexible – so why call it a consultation – surely the consultation should have happened before the proposals were written up.
5. Managers in Adult Services feel that the restructure makes us really vulnerable at a time of huge change.
6. The structure of governance and accountability leave us wide open: lines of accountability are not clear i.e. Accountable Officer post could potentially be an NHS appointment which raises issues around Statutory Social Work practice and the profession as a whole for e.g. Mental Health officers legally have to be employed by the Local Authority, there are also many other Local Authority Statutory functions of the Social Work Service.
7. Leadership in Adult Services is being dwindled in Adult Services to a Head of Service – this post must be a Social Work Post to mitigate the above risks. What happens if the 1 Head of Service in Adult Services is not able to manage the Social Workers, what happens to Governance then?
8. Queries about the safety of services and their users under the jurisdiction of Directorates with no relevant experience or the statutory Authority to manage Social Work, for example, A Director of Housing overseeing Criminal Justice Social Workers and the Service – just ridiculous!
9. Feels like we are moving into unchartered/unsafe territory.
10. Where does the Adult Head of Service post fit in with the Chief Accountable officer post – is it the same grade? Is the Head of Adult Services going to be accountable to the Chief Accountable Officer?
11. How does the restructure and removal of a Social Work Directorate benefit the citizens of Aberdeen, or even the Council as a whole? What have the public been told, have they been engaged in meaningful participation and Consultation?
12. Would like all comments noted to be reflected and not just the cherry-picked positive comments, this would at least demonstrate the OCE’s commitment to look at all concerns and risks and to work on mitigating them.

Children’s Services

1. Seems to be a complete lack of clarity over what’s happening.
2. How will Social Work systems like Carefirst fit in with Education?
3. Where will staff be based?
4. Would like further more detailed info on timescales, logistics – in a timely fashion.
5. Will there be job losses?
6. Worried about seeking out Union advice about the situation – situation feels precarious at the moment.
7. Timelines not clear?
8. Will current Head of Service for Children be retained; will they be the Chief Social Work Officer or is it status quo for that post?
9. What will the financial implications of a joint Directorate between Children’s Social Work and Education? What % split between the 2 financially, will the money be ring-fenced? How will the funding be made up/decided?

Social Care and Wellbeing, Business Management functions

Background

The Business Management function within Social Care and Wellbeing, works across the whole service to deliver business and strategic support functions. This includes:

- Service Planning, including monitoring of SBP and linking to Risk Management and Risk Reporting

- Asset Management (Buildings, ICT, equipment etc)
- Increasing operational management of facilities
- Staffing functions
- Direct line management of all administrative staff within the service, including development of admin policies, procedures, templates and performance
- Health and Safety
- Communications – internal, zone, website, Grampian Care Data, public comms including leaflets
- Development, review and implementation of operational policies and procedures
- Statutory Social Work Complaints Function, FOI responses, Members Enquiries
- Subject Access requests for open and closed social work cases
- IMLO and Data Protection Advice and Support, including advice on information sharing and SARs, targeted data protection training
- Social Work Case Recording statutory responsibilities, including development and implementation of cross service case recording policy and procedure and training on case recording
- Development and management of electronic case recording system (careFirst)
- Continued review of Continuous Learning Framework, linking to PR&D and development and implementation of learning and development plan for SSSC registered staff
- Training for new and existing staff in careFirst
- Central records (store and guardianship of paper social work case files)
- Social Work SPIs and other statutory returns
- Self Evaluation Using How Good is Our Team
- Implementation of SW Continuous Improvement Framework
- Internal KPIs and Performance Measures
- Development, review and implementation of cross social work policy developments such as Professional Supervision, Quality Assurance and Case Auditing Policy, Management of Medication, Non residential charging policy etc.
- Emergency planning, Business Continuity Planning and Care for People Group

Following the announcement of phase 1 of the restructuring, the Business Management Team within Social Care and Wellbeing met to discuss the work that we did and to highlight potential issues which would require to be addressed, during the fragmentation of the social work service.

Properties

The Asset Management Plan for the service is due to Committee in August 2014. We will only be able to do the current position, as future developments are difficult to predict as a result of the integration of health and social care and reclaiming social work.

Leases require a closer co-operation between operational services and asset management. At the moment this is done by the Team Manager (Business Support).

Conditions and Suitability Surveys require to be done by one person to ensure consistency. This could transfer to any Business Manager.

Annual Staffing Census

This is a requirement and pulls information about qualified staff across “social work”. Someone will need to pull this information together from the new Directorates. Have previously been told this is a service responsibility not a corporate one.

Complicated by the fact that we hold qualifications data on careFirst on workers record. Whoever does the census will need to request this data to be pulled from careFirst in the future, or PSE adapted to hold it.

SSSC Registrations

This are currently handled by the TM (BS) and the lead signatory is the Director of SCW. An alternative lead signatory will need to be identified (CSWO)? This is potentially a lot of work, so may need to identify

HoS to be lead signatories – there is a responsibility for checking of paperwork, so this is potentially an additional burden on HoS.

Disclosures

We are currently retrospectively checking foster carers, to PVG checks. Someone from A&F will require to be lead signatory, not TM (BS).

Emergency and BC Planning

The TM(BS) currently oversees this process for SCWB services and quality checks and ensures consistency within the service. Also responsible for layering of responses.

Need to ensure that in the future someone is named as being the responsible lead within the Council for “Care for People” issues in the event of a major incident. Suggest this would need to be the CSWO. Responsibility includes chairing quarterly meeting, leading preparatory exercises and workshops and leading the SW response in the event of a major incident (recent helicopter crashes have seen a significant SW response).

Chief Social Work Officer Procedures

Support to the CSWO is needed for:

S143 Paperwork

MAPPA

Guardianship Orders

Release of Offenders

Permission to leave country

MHO appointments

Secure Paperwork

Cover arrangements

AWI Paperwork

NCJA Attendance

Missing Persons alerts (in and out)

MAPPA

Clarity is still needed as to how SCW will key into MAPPA. Who will be the SW lead? CSWO?

Out of Hours and Duty

These are cross social work services currently. Will this arrangement continue and if so, from where will it be managed and co-ordinated?

Restrictions to Records / Violent Warning Markers

These are co-ordinated centrally for the service. This central co-ordination needs to remain in place, to ensure a consistency of approach.

Admin / Communication

- Coordinate of Health and Safety. This is done on a cross service basis and we have a monitoring and reporting role. Information will require to be handed over to receiving Directorate. Existing and historical information will be required to be held in the one place it is currently on in a shared drive until drive arrangements are addressed under phase 2 implementation.
- Admin functions to be disaggregated. This will have a direct effect on staff at Marischal College – both those staff who provide administrative support to MC based staff, but also those who have a direct line management responsibility for admin staff. Project Plan in place for Social Care and Wellbeing Admin

Processes & Procedures, process maps, forms, Service Standards & PIs, including Service Wide Admin functions (Committee Reporting, Agency Process, Finance, Health & Safety, & Equalities. These can be used as a starting point during the phase two implementation period.

- Central Marischal College Admin – Where will they go? It is unclear at this stage what the phase 3 arrangements will be in respect of staffing. On the assumption it will be some form of matching process one Admin Officer & their team is currently aligned to Children’s Services & so would be matched to the Education and Integrated Children’s Service.
- The other Admin Officer & their team are aligned to Adults & Older People and Rehabilitation. As part of this a small percentage of time and resources go towards supporting the Criminal Justice Service because as they have a dedicated Admin Team. On the same assumption above these staff would be matched to the Chief Officer.
- It is not so clear cut for the Team Manager, Admin & Communications or the Admin Assistant as their duties and responsibilities span across the three new Directorates.
- The Admin team currently reviews and rewrites all SCW public information. This function will presumably transfer to the new HoS post in the OCE.
- Communication with providers about changes? Who to contact and when? It is assumed there will be a corporate communication plan for phase 2 and 3?
- Website and The Zone to be updated. New Directorates Communications Support will need to be put in place. Social Care and Wellbeing Communications Support arrangements have been documented to facilitate this.
- Grampian Caredata. Updated. When will be link? Who will lead development?
- PECOS, Routing, will all need changing
- New Directorates authorised signatories arrangements will need to be put in place. Social Care and Wellbeing arrangements have been documented to facilitate this.
- Agency process will need changing. Who gets legacy info?
- Use of carefirst for accidents/Incidents. About to be rolled out – Will it continue?
- Update to template /Forms/Letterheads. This will need to tie in with the timeline for phase 2.

Digitisation of Social Work Records

The service has a draft business case to move to increased digitisation of records, with the scanning of as much historical paper based records as possible, the move to scanning new material and the linking of stored material through infosmart.

This is an important development for the service and one which requires to be taken forward and resourced.

Data Protection Issues

- Specialised Social Care and Wellbeing training needs to continue. In particular issues around subject access and information sharing. General corporate training is not sufficiently detailed.
 - o Standards for Social Care and Wellbeing staff in relation to data protection are above corporate standards and were praised during the ICO inspection. They were also referenced in a recent ICO decision regarding a DP breach. We are concerned if these standards are allowed to slip.
 - o Information Manager Liaison Officer support and guidance. Who will provide specialised Social Care and Wellbeing guidance, in line with relevant legislation?
 - o Info sharing protocol – who will lead in future?
 - o Subject Access Request’s/3rd Party request for closed cases – will it fall to social workers? What happens when 1 record spans whole service? It’s a Social Work record, not a children services record. Currently the Complaints, Rights and Enquiries team manage and process all the requests for access to social work records closed cases. This includes requests from the Procurator Fiscal and Police Scotland. Should this become a task for social workers one of the main difficulties will be identifying who should complete the work. Should it be the social worker who last held the case? What happens if they are no longer in post, left ACC employment, transferred to another team, what if the last social worker to hold the case only held the case for a short period and the case had been live for a number of years previously. Who would be responsible for making the decision, particularly where records span more than 1 area of the current social work service.

In addition the Complaints, Rights and Enquiries team also manage and process requests for some current cases where this work cannot be done by the current social worker due to workload pressures. Who would be responsible for making the decision in the future, particularly where records span more than 1 area of the current social work service.

- Specialist advice and guidance. Support for social workers doing Subject Access Request's – How do we 'Skill Up' other services? Currently IMLO's provide this support. IMLO's in other Directorates such as Education, Corporate Governance do not have the knowledge of the social work service to enable them to provide this support and advice.

Complaints, rights and Enquiries / Freedom Of information / Enquiries

- Data protection and mandate issues.
- Statutory complaints process – Who will manage this? Will complaints just be done under CHP? Would deny people the statutory right to complaints review committee? If they are managed within Directorates, how will they ensure that complaints are not sitting in a service being mismanaged? How do we support managers with complaints and enquiries? Current complaint legislation in place provides complainants the right to CRC
- • How will Freedom of Information requests be dealt with? Just to services? How will this information be gathered where the information may span more than 1 area of the current social work service. Who will take the lead?
 - Danger of Freedom of Information requests and councillors, MP's MSP's enquiries going straight to social work staff? It is known that Councillors, MP's, MSP's have bypassed the process of sending complaints/enquiries to the Complaints, Rights and Enquiries team and have sent complaints/enquiries direct to social work staff. This has created some difficulties, such as excessive information being provided without appropriate consent. Where complaints/enquiries have gone to more than 1 individual responses have been different. This can also cause confusion for the complainant/enquirer. No service overview. In addition the trends and volume being reported are not accurate.
 - How do we ensure common/Consistent approach to Scottish Social Services Council/ Care inspectors enquiries and also response to Police Scotland requests. Danger of inconsistencies. (Also Disclosure Listing, Getting It Right for Every Child requests).
 - Carefirst holds all statutory complaints info. ICO / Scottish Public Services Ombudsman says that complaints are to be part of client record. Corporate complaints are recorded on Covalent. 2 systems at present but necessary as statutory social work complaints need to be part of the client record.
 - Carefirst holds staff info. What happens to it? Would need to be removed if no longer compliant with DPA . Where would this information be held in the future?
 - Subject Access Request's also need recorded on to carefirst. To ensure link to individual's record, provide overview of number of requests made by individual and when . How will this be managed in the future?
 - How will we produce the statutory complaints annual report? Who will have overall responsibility for this?
 - Support for Redaction and preparing case files for individual clients, solicitors, police and Courts. This is done by CRE team using specialist software. How will this be done in future? How will requests from Police, PF for old cases be managed and who will prepare the files?
 - Increased risk of inappropriate disclosure.

Policy /Strategy

There are various cross service policies and procedures; what will happen to them? If there is a need for a cross service policy in the future, how will it be taken forward?

A lead member of staff requires to be identified asap to lead on Policies and Procedures within each new Directorate, which should have a lead officer with overall management of this group and associated tasks. A key piece of work would be to ensure the transfer of all current service and team specific SC&W policies

and procedures are passed to the relevant new Directorate. This piece of work could start now until SC&W disestablished. It would be useful to know the timescales involved however in order to implement.

Legacy Information

How does SC&W provide key Legacy Information, Knowledge capture and Transfer (Knowledge Management in general to the new Directorates to ensure a seamless transition?

Key staff need to be identified within the new Directorates to work with key personnel in SC&W Business Management to begin looking at the overall Knowledge Transfer which is a huge piece of work. Require to know the level of detail as where will current teams be in the new structure (CareFirst/Complaints/Admin) Buddy up with similar roles in the new Directorates to begin this process but can't until level of detail known.

Carefirst

Social Work Case Recording is a statutory responsibility. The Social Work record is a whole system record, it is not in three parts.

Electronic recording is the primary record. This is one system and can't be broken into three. Children and Adults records are linked, there are safety implications for children if link broken.

How will the system be developed into the future? What happens if tensions arise with different Directorates wanting to take the system different ways. There has to be a clear lead and clear governance and accountability.

Someone needs to be identified as responsible for data validation within the system. This person has to have enough authority to challenge poor practice and poor recording.

Who will decide in future on how the system will develop and which modules will be purchased? How will these purchases be funded? We will have additional functionality purchased by one Directorate, but the nature of the system makes that functionality available to all.

How will careFirst licences be monitored? How will usage be monitored and if we are over licence, who pays?

Who pays for whole system upgrades?

Implementation of the new charging policy requires significant development and implementation of new financial modules and links to colleagues in finance. Also looking to implement SDS and payments to foster carers through CareFirst. The system has to be resourced to support this, including staff and the links maintained to operational social work services.

We need to clarify who will have overall control of the system. This includes controlling access to the system, with a clear protocol. Multiview is the answer, not giving more and more people access to the system. This approach needs to be maintained and supported. Who does the liaison with OLM and maintains the vendor relationship?

Module Support – How? Who? Would we require an Adults, Children's, Criminal Justice specific support for each module? Do we require identified people within careFirst team to link to each Directorate? Demand is currently met across the team to support as priority needed.

How do we continue to link development to practice? Who takes forward the user groups? How do we continue to ensure legislation links to the system and to recording?

Need to ensure link continues between the statutory duty to record interventions and the system.

But careFirst is not just our case recording system. It also our primary management information system and contains information on violent incidents, accidents and incidents and staff. Will this continue?

Training on careFirst for all new starts is provided by the careFirst team. Staff get their logins at that training. Need to ensure a consistent training approach in the use of careFirst. careFirst staff also train staff in new developments and new modules e.g. genograms, SDS, carePay

Someone will also need to be identified to take responsibility for the running of CM2000.

Central Records

A social work record is made up of two parts, the electronic careFirst record and the paper record. The paper record contains copies of documentation we have prepared, information received from other sources and personal information relating to the client e.g. birth certificates, hand written letters, photos etc.

Paper case records are stored in operational social work offices and also in central records, in Unit 2, Whitemyres. The central records staff are not just librarians, they also advise staff, ensure the safe and tracked movement of case files and file and sort records which are sent in a mess.

Central records staff oversee the safe destruction of paper based and electronic records and are responsible for ensuring the timeous destruction of records and resolving queries re destruction.

careFirst also holds the file location of all paper files linked to the client. Electronic and paper files are retained in line with the retention periods in the case recording policy. This can be up to 100 years. careFirst holds the link between the paper record and the electronic system.

The link between electronic and paper records must not be lost.

The service needs to maintain one case recording policy, with specific retention periods. Different parts of the service should not be able to change this. Whilst we can destroy paper records, we cannot destroy parts of the electronic record.

The retention and overview of records is a statutory CSWO function. Someone will need to be identified in the new structure to discharge this responsibility.

Whoever has responsibility for careFirst in the new structure, should also have responsibility for central records.

Shared Drives

There is and will be a legacy issue for SCWB in relation to shared drives. There are data protection implications here with regard to the historical storage of client related material. This will need to be addressed during the disaggregation of the service.

Performance

As our MIS, we also use careFirst to produce many of our SPIs and KPIs. We also use it for commitment monitoring, financial information and payment of invoices for social care. Under the new charging policy we will use careFirst for the production of client invoices.

Given that the information for statutory returns needs to come from careFirst as Business objects reports, there needs to be an identification of who will produce this information. It is currently done by the CareFirst team. The careFirst team also validates the SPIs. It would be difficult for this to be done outside of the system.

Information for management dashboards will require to be produced from careFirst.

Self evaluation against HGIOT is supported by one Planning and Development Office, who works across the service to support teams in self evaluation and the development of KPIs. This expertise will be lost.

General Issues to be resolved:

- Jobs at risk for whole team. Some staff are specific across the service and do not align to the new structure.
- Who manages drive access/ removal?
- How will people be supported through the change?
- How will we communicate to staff/partners/service users/Carers and families.
- Knowledge capture and knowledge transfer before moves happen – who needs to know where the bodies are buried? Gatekeeping.
- Will there be a need to re-evaluate grades for similar posts for example support assistants
- For Social Care and Wellbeing there is a lot of additional work for Social Care and Wellbeing as it is being disaggregated, how will that be resourced?

Karen / Deirdre

Thank you for your response to the proposal for Phase 2 of the restructuring process.

I'm grateful for your acknowledgement that attempts have been made to alleviate the concerns expressed by your members following the approval of phase 1 proposals and would assure you that the CMT is committed to working with you to reduce any concerns raised by phase 2 proposals.

In this regard, the many questions raised within the section of your response titled 'Feedback and questions from members' are largely matters which are related to phase 3 of the restructuring programme (i.e. phase 3 will deal with the structural arrangements below Head of Service level). Phase 2, as you know, is primarily concerned with the numbers and types of second tier posts. Clearly the detail of respective portfolios of the proposed Heads of Service posts have given rise to wholly reasonable questions and observations about the inclusion or exclusion of particular functional areas from certain portfolios and that has resulted in natural speculation about what specifically will feature below second tier level. However, the precise detail in this regard as well as the operational answers to the question posed by your members, will be addressed during phase 3 by the respective directors and their new Heads of Service.

In relation to some of the specific issues in your summary position on pages 1 and 2 of your response:

- i. As you would expect, any proposition in relation to shared services will be consulted on, as in normal course.
- ii. It is now proposed to align the Criminal Justice function with Adult Social Work Services within the Integrated Social Care and NHS Service.
- iii. The specific consultation around the proposed transfer of the Sports Strategy Team to Sport Aberdeen will take place during phase 3 - including discussions regarding TUPE related matters.
- iv. Business Support will be one of the key aspects to be addressed during phase 3.

Thank you again for your input.

Ewan

4.

Gayle

Thank for meeting with your staff and I yesterday morning in relation to their strongly held professional views about the proposal to transfer them to Sport Aberdeen.

I indicated at the meeting that the view of UNITE which is should any transfer take place at all then it should be an internal transfer to the new ALEO's hub to be established within corporate governance.

Your employees gave a reasonable good account of their professional work with all outside sport organisations and internal sections of the Council that's helps ensure the delivery of the sports strategy for the entire city.

They emphasised the important role of being seen to be independent by all outside organisations so all of the core behaviours, particularly impartiality and equality is highly transparent to all services they are involved with. The current proposal of representing Sport Aberdeen has a direct consequence of potentially jeopardising the long standing relationships which have evolved through mutual respect, integrity and recognition of how partners can collaborate together to achieve citywide objectives and also achieve unique outcomes that are specific to partners' delivery.

As agreed, the staff will provide more detailed examples of their full role and function including independent client management and sport/physical activity strategic partnership work. Hopefully after gaining a full overview of the sports team, you will realise that the proposal to move the roles of client management to sit within the organisation creates conflicts of interest in areas, and does not reflect the needs of other partners whom receive investment from the council for delivery of sport and physical activity services. Rather, this proposal potentially creates risks rather than maintaining strong partnerships with clients.

I welcome your suggestion that the [25th July](#) deadline for submissions will not prevent us from meeting again next week to continue this meaningful consultation.

When we reconvene it would be helpful to have all who contributed to the original idea present i.e. other directors and heads of service, plus staff from other areas where it is presumed they may take on the client monitoring role if the team are moved out with the council. This way everyone will have the opportunity to understand and seek clarification on what is involved if Councillors were to support the proposal to transfer the team out to Sport Aberdeen.

In the event that your final report to Committee continues with this proposal, Unite reserves the right to address the Councillors on the Committee concerning our objections to the transfer.

Tommy

Dear Tommy

Thank you for the email you sent Angela on 25 July. As you may know, Angela is now on leave until the middle of August so I am responding to you on behalf of the CMT.

As with all responses to the restructuring proposal, we have considered your feedback but can inform you that it will not be possible to further extend our consultation period for this phase. I am advised that the consultation provision associated with this re-structure compares well with all previous Council re-structuring exercise, and we are committed to providing similar opportunities for feedback during phase 3 of the process.

As you have identified in your e-mail, this consultation is around the proposals for the second tier (i.e. Head of Service) posts only. It is understandable, and natural that employees further down the organisation will be scrutinising the proposals and seeking to understand the implications for their own posts. However, we are not yet in a position to provide detail of the structure below 2nd tier level. Please be assured, however, that you and your members will have every opportunity to engage in further consultation as the details of the 3rd tier structures, and those below 3rd tier, emerge.

I note your comments regarding your members in Sports Development and Communities in particular; for clarification, there is no proposal to transfer any Communities staff to any other organisation. Members of the Communities teams and their union representatives engaged fully in the consultation events that took place, and this engagement was welcomed and the views expressed have been taken into consideration along with the rest of the consultation feedback received.

As indicated to you during our recent meeting in relation to the proposed transfer to Sport Aberdeen, discussion on this subject will continue beyond the deadline for second tier consultation. The focus at this stage is on the fact that none of the proposed new Heads of Service have the Sports function in their portfolio. The implications arising from this will be appropriately considered during the next phase.

I hope that this clarifies both the stage we are at in the re-structuring process and our commitment to further consultation in relation to the implications arising from Phase 2 should the Council approve the recommendation.

Yours sincerely

Gayle Gorman